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Portions of this document are based on the original work by the California Commission on Peace Officer Standards and Training Law Enforcement Incident Command System Project and the 1995-96 special revision committee of law enforcement professionals appointed by the Governor's Office of Emergency Services.

FOREWORD

This guide, the companion document to the California Law Enforcement Mutual Aid Plan, serves as a model for law enforcement emergency management planning, training, and response operations. Its application by law enforcement agencies will enhance the readiness capability of law enforcement statewide and will promote effective and cohesive emergency management.

The 1999 edition is the culmination of years of practical experience and the evolution of the SEMS. At this juncture, the law enforcement community has come to agreement on the use of one field level emergency management system. The major law enforcement associations in California were consulted during the development of this document, and numerous law enforcement professionals were involved in its updating. It is with this spirit of consensus among all law enforcement that this document is presented for use.

I would like to express my sincere appreciation to those law enforcement professionals and departments who contributed to the development and enhancement to this guide.

Dallas Jones
Director
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INTRODUCTION / PURPOSE

The Office of Emergency Services original *Law Enforcement Guide for Emergency Operations* was developed in recognition of a need for standardization and uniformity of organization and response on the part of law enforcement agencies involved in major multi-jurisdictional and multi-agency incidents such as a civil disorder, technological disaster, or natural disaster.

The revised and expanded *1999 Law Enforcement Guide for Emergency Operations* is designed to be a practical field-oriented guide in assisting law enforcement personnel throughout the State of California with *implementation* of the *Field Level Incident Command System*. The intended primary users of this guide are watch commanders and field supervisors. However, the guide can also be an excellent emergency response tool for law enforcement managers, as well as line officers and deputies.

This updated edition incorporates the concept and statutory requirement of the Standardized Emergency Management System (SEMS). Additionally, the Law Enforcement Incident Command System (LEICS), as approved by the SEMS Law Enforcement Specialist Committee, is presented in this publication. **Please disregard any earlier editions of this guide.**

The *Law Enforcement Guide for Emergency Operations* is organized in a user-friendly format consisting of overview text, diagrams, organization charts, checklists, forms, and a glossary. Several sections are suitable for photocopying and distribution to field personnel.

Our ultimate goal is to provide practical guidance for California law enforcement agencies in using the SEMS and LEICS organizational framework for efficient and safe response, management, and coordination of major emergencies and disasters.

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SECTION I OVERVIEW OF THE STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

THE STANDARD EMERGENCY MANAGEMENT SYSTEM

(SEMS) is the emergency management organization required by California statute, Government Code 8607(a) for emergency response and disaster management in multi-agency and multi-jurisdiction emergencies. California local governments *must* use SEMS in emergency response and disaster management to be eligible for any available disaster reimbursement funding for its personnel related costs provided through state disaster assistance programs. The Standard Emergency Management System (SEMS) incorporates the use of:

The Incident Command System:

Field level emergency management response system and organization.

Multi/Inter-agency Coordination:

The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Mutual Aid Systems: Voluntarily provided local government services, resources and facilities when emergency impacted jurisdiction resources are exhausted or are inadequate.

The Operational Area Concept: The management and application of resources of all political subdivisions (cities and special districts) of a county.

PURPOSE OF SEMS

SEMS was established to provide an effective and coordinated response to multi-agency and multi-jurisdictional

emergencies in California. By standardizing key components of the emergency management system, SEMS is intended to:

- Facilitate the flow of information within and between all levels of the system.
- Facilitate interaction and coordination among all responding agencies.

The use of SEMS will improve the processes of mobilization, deployment, tracking, and demobilization of needed mutual aid resources.

The use of SEMS will reduce the incidence of ineffective coordination and communications, and avoid duplication of resource ordering in multi-agency and multi-jurisdiction response actions.

SEMS is designed to be flexible and adaptable to the varied types of disasters that occur in California and to meet the needs of all emergency responders.

LEVELS OF SEMS

SEMS provides for five distinct organizational levels of emergency response and disaster management which may be activated as necessary:

- Field Response
- Local Government
- Operational Area
- Regional
- State

Field Response Level: Emergency response level where personnel and resources carry out tactical decisions and activities under the command of an appropriate authority in direct response to an incident or threat.

Local Government Level: The level that includes cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction.

Operational Area Level:

An intermediate level of the state's emergency services organization which includes the county and all political subdivisions situated within the county. The operational area manages and/or coordinates information, resources, and priorities among local governments within the Operational Area and serves as the coordination and communication link between the local government level and the regional level.

Regional Level: The level that manages and coordinates information and resources among operational areas within the mutual aid region and between the operational areas and the state level. This level also coordinates overall state agency support for emergency response activities within the region.

State Level: The level that manages state resources in response to emergency needs of the other levels, and manages and coordinates mutual aid among the mutual aid regions and between the regional level and the state level. State level also serves as the initial coordination and communication link with the federal response system.

COMMUNICATIONS BETWEEN EMERGENCY OPERATIONS CENTERS (EOC), DEPARTMENT OPERATIONS CENTERS (DOC) AND INCIDENT COMMANDER (IC)

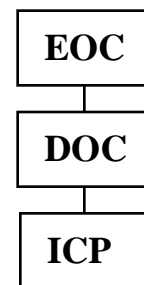
SEMS regulations require that upon activation of a Local Government EOC, communications and coordination will be established between the Incident Commander and the response Department's Operations Center to the EOC, or directly between the Incident

Commander and the Local Government EOC.

The regulations further require that communications and coordination be established between an activated Local Government EOC and any state or local emergency response agency having responsibilities at an incident occurring within that local government's jurisdictional boundary.

ICS field response organizations must establish communications with the local government level. The jurisdiction's dispatching procedures, communications capabilities, and local policies, will determine how the field level is linked to the local government level.

In many instances, the ICS field response units will be linked primarily to its Department's Operations Center (DOC) having jurisdictional responsibility for the incident. In such cases, the DOC retains agency level authority over their assigned Incident Commander(s). The DOC is then responsible for coordinating with the Local Government EOC.



In some incidents, ICS field response organizations may have a direct communications link with the Local Government EOC when it is activated. The ICS field unit may receive policy direction from the Local Government EOC in certain circumstances. Whether this direct linkage occurs will depend upon the size of the emergency event, existing policies of the jurisdiction and the available lines of communication.

ESSENTIAL MANAGEMENT FUNCTIONS

SEMS has five essential functions adopted from the Incident Command System. The field response level uses the five primary ICS functions:

- Command
- Operations
- Planning / Intelligence
- Logistics
- Finance / Administration

At the Local Government, Operational Area, Regional and State levels, the term *management* is appropriately substituted for the term *command*. The titles given the other functions remain the same at all levels.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function or task to be performed.
- Staff only those functional elements that are required to perform the task.
- Observe the recommended span-of-control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate elements no longer required by the incident.

COMMON FEATURES OF ALL ORGANIZATIONAL/RESPONSE LEVELS

SEMS has several features based on ICS. The field response level uses functions, principles, and components of ICS as required in SEMS regulations.

Many of these field response level features are also applicable at local government, operational area, regional

and state levels. In addition, there are other ICS features that have application to all SEMS levels. *See Tables on Pages 4 and 5.*

Listed below are the features of ICS which are applicable to all SEMS levels. *These features are covered in more detail in Section III of this guide.*

- Organizational Flexibility / Modular Organization
- Organizational Unity And Hierarchy Of Command/Management
- Manageable Span Of Control
- Personnel Accountability
- Common Terminology
- Comprehensive Resource Management
- Integrated Communications
- Action Planning (*refer to Section V of this guide for details*)

SEMS Functions And The Incident Command System

Field Level Response

PRIMARY SEMS/ICS FUNCTION	FIELD RESPONSE LEVEL	EOC LEVELS
Command/ Management	<u>Command</u> is responsible for the directing, ordering, and/or controlling of resources by virtue of explicit legal, agency or delegated authority.	<u>Management</u> is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
Operations	Responsible for the coordinated tactical response of all field operations directly applicable to, or in support of, the missions(s) in accordance with the Incident Action Plan.	Responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's action plan.
Planning/ Intelligence	Responsible for the collection, evaluation, documentation, and use of information about the development of the incident, and the status of resources.	Responsible for collecting, evaluating, and disseminating information; developing the organizational level's action plan in coordination with the other functions, and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/ Administration	Responsible for all financial and cost analysis aspects of the incident, and for any administrative aspects not handled by the other functions.	Responsible for financial activities and administrative aspects not assigned to the other functions.

LOCAL GOVERNMENT OR OPERATIONAL AREA EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	City/County administrative personnel, emergency management, fire, law enforcement are recommended for use in initial EOC activation's.
Operations	Fire, and/or law enforcement, or emergency management will generally coordinate these activities within the EOC during initial activation's.
Planning/ Intelligence	Emergency Management, CAO, fire, law enforcement, planning dept., and other departments can contribute personnel depending upon the nature of the emergency.
Logistics	Departments of General Services, or Public Works are good candidates to provide personnel for this EOC function. Other departments may also have the background to manage or assist in this function.
Finance/ Administration	City/County CAO, finance Departments are candidates for managing this function within an EOC.

REGIONAL/STATE EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	SOC Director - OES Director, Chief Deputy Director, Deputy Directors. REOC Director - Regional Administrators
Operations	To fill Section/Branch Positions: OES, CDF, Fire Marshal, CALEPA, DHS, CHP, CNG, EMSA, Mental Health, DSS, ARC, OSHPD, PUC, etc.
Planning/ Intelligence	OES Staff, CDF, CNG, CALTRANS plus Technical Advisors as necessary from CDMG, DHS, etc.
Logistics	To fill Section/Branch Positions: General Services, OES, CDF, CNG, DPA, EDD
Finance/ Administration	OES, Dept. of Finance

Notes

SECTION II

APPLYING THE INCIDENT COMMAND SYSTEM

REQUIREMENT TO USE ICS

SEMS regulations state that where an agency has jurisdictional authority over a *multiple-agency incident*, it shall organize the field response using ICS. An incident is defined as an occurrence or event, human-caused or by natural phenomena, which requires action by emergency response personnel to prevent or minimize loss of life or damage to property including natural resources.

In the most rigid sense, ICS within the SEMS Regulations need only be used in incidents which require *multiple agency*, or *multiple jurisdictional* involvement whether they are single discipline (e.g., all fire services or all law enforcement) or multi-discipline. Establishing the ICS would therefore be required whenever an emergency incident involves more than one response agency.

LEICS TRAINING STANDARDS

As use of the ICS in the law enforcement profession matures, new training standards may be developed to meet specific needs. At the present time there are two principle training reference documents that outline the acceptable SEMS/ICS curriculum approved by the Commission on Peace Officer Standards and Training (POST).

POST requires that a law enforcement agency train its personnel according to the curriculum set forth in the *SEMS Approved Course of Instruction* (which provides a generic, multi-discipline SEMS overview) and the *OES Law Enforcement Guide for Emergency Operations* (which provides a law enforcement-specific field level LEICS guidance). Together these documents will provide an agency with enough information to train and implement ICS for emergency response with the added

benefit of focusing on law enforcement organizational concerns.

Will it be necessary to establish minimum qualifications and certifications for law enforcement ICS practitioners? No, not at the present time. ICS certification and qualifications are found in the fire service where ICS has developed over time and this has worked well for them. Within law enforcement, where training time is in constant competition with response time and calls for service, the certification and qualification of ICS practitioners will not be imposed. For now, it will be sufficient for an agency to *self-certify* that its personnel have received the appropriate level of SEMS / ICS proficiency training for law enforcement and *to effectively implement that training in an actual incident* requiring the use ICS.

To obtain the most current information on SEMS / LEICS training, the following WEB sites are provided for your convenience:

- For POST Training Curriculum Guidelines:

<http://www.post.ca.gov>

- For a copy of the most current edition of the *OES Law Enforcement Guide for Emergency Operations*:

<http://www.oes.ca.gov>

Click, Departments.
Click, OES Law Enforcement Branch.
Click, redbook.pdf following the introductory paragraph

- For copies of the most current SEMS guidelines and approved courses of instruction, contact the California Specialized Training Institute (CSTI) via the OES web site:

<http://www.oes.ca.gov>

ICS IS RECOMMENDED FOR USE IN ANY INCIDENT

As a matter of practice and training however, it is of great benefit for agencies to utilize the ICS for managing routinely occurring incidents. This practice provides a seamless integration of ICS into larger emergency operations as they evolve.

Typically, incidents begin with a single response discipline but may rapidly expand to multi-discipline incidents requiring additional resources. One of the dilemmas often confronting field response agencies has been a "gray area" of when exactly to establish ICS or to continue using an existing agency emergency response system that does not incorporate ICS principles.

There may be natural reluctance or hesitancy for an emergency response agency engaged in emergency operations using its own department's emergency configuration to attempt a transition to form the Incident Command System. *This dilemma may be avoided entirely by merely adopting the ICS as the agency's sole emergency management organization. ICS is a management system which can be used in virtually any emergency or incident.*

A basic premise of ICS use is that in each emergency or incident, regardless of its size, the principles of ICS apply. The first on-scene emergency responder has single discipline management responsibility. If the responder is aware of and follows the primary ICS functions, then that person and that department is actually using ICS in day-to-day performance.

Initial response to an emerging situation may consist of one or two officers in a patrol car. Generally, the senior officer assumes the role of the incident commander (IC). As IC, this officer is responsible for the accomplishment of all the applicable functions under the ICS organization. In a small incident the

officer (as IC) may gather information (intelligence) formulate a plan (planning) request one or two units (logistics) deploy the officers and resolve the problem (operations) release the requested units (demobilize) complete required reports (administration) and perhaps submit a request for overtime (finance).

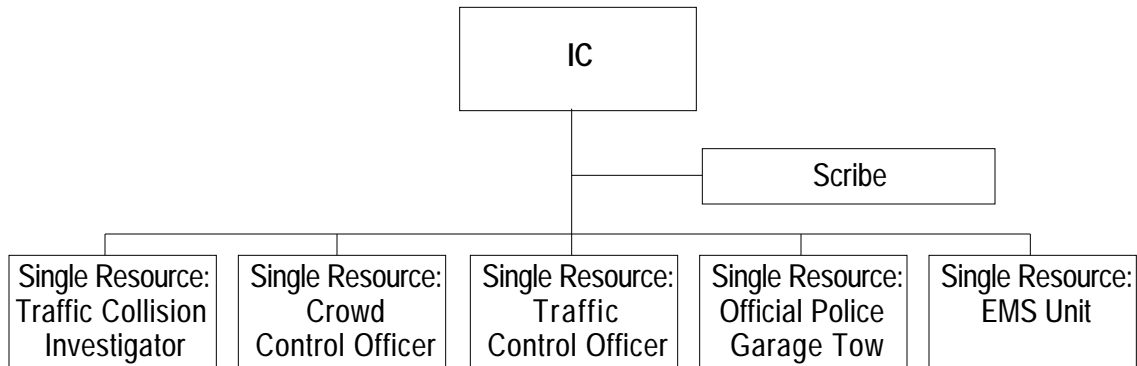
In a rapidly expanding emergency the need may increase to hundreds of officers. In such a scenario the IC is still responsible for the accomplishment of all applicable ICS functions. Clearly, the IC cannot do all the functions alone as in a small incident. So, to spread the workload into manageable components the IC appoints individual Officers In Charge (OICs) to oversee specific areas of the ICS to ensure effective task completion.

ICS provides numerous functional elements to assist operational and organizational needs. The organizational levels and ICS elements activated for any particular incident should be limited to that necessary to mitigate the emergency. The theory is that *form* (ICS structure) follows *function* (getting the job done). A basic ICS concept is any unstaffed ICS element is the functional responsibility of the next higher supervising OIC or ultimately rests with the IC.

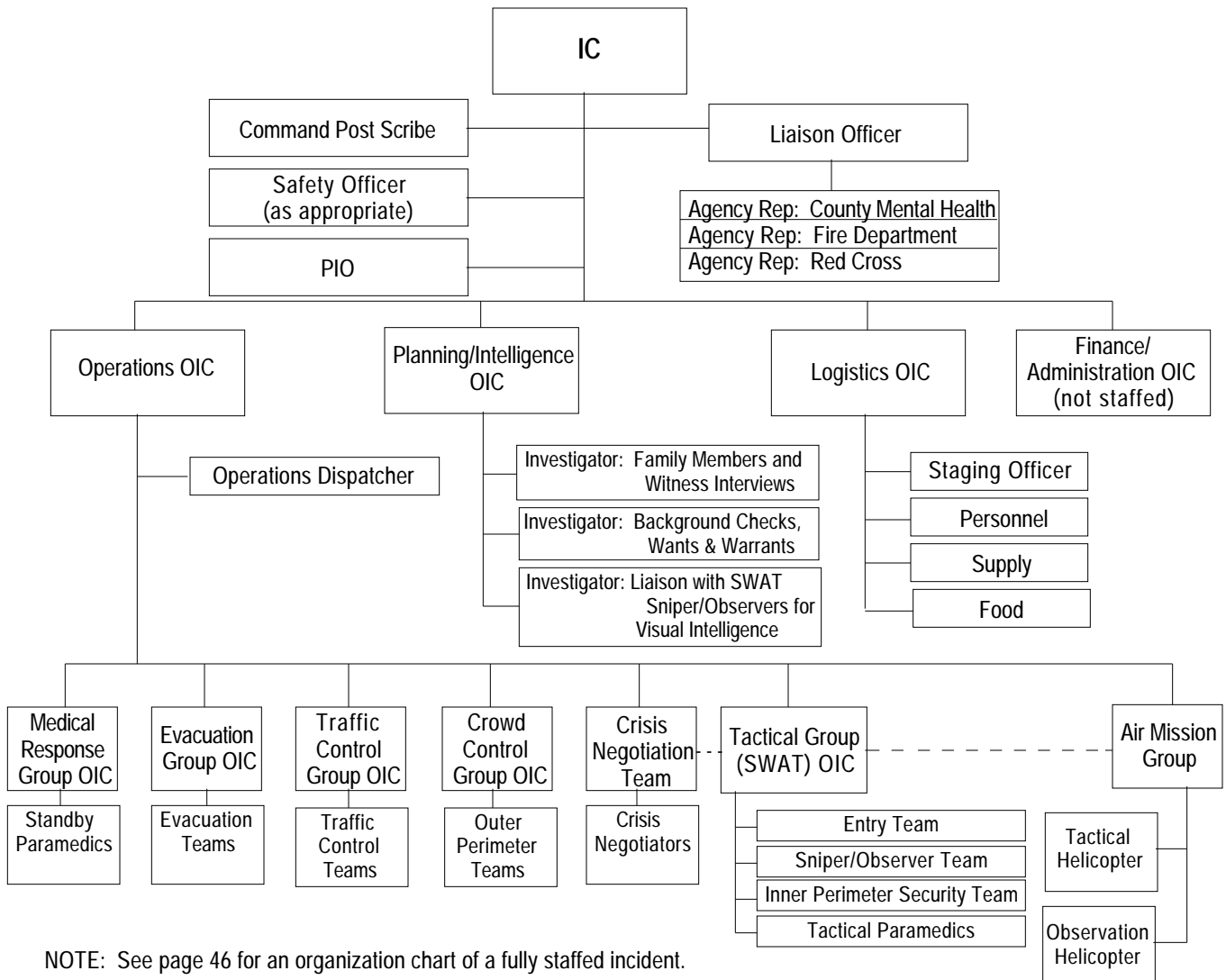
For example, in an incident requiring aircraft coordination, the Operations OIC would be responsible for that coordinating function in the absence of an Air Operations Branch OIC. Or, in a smaller incident without an Operations OIC, all operations functions would be assumed by the IC, including aircraft coordination. *The key to ICS is remembering to focus on the functions and where possible, delegate authority to staff essential functions to distribute the workload.* ICS provides a built-in capability for modular development so that the form or shape of the ICS organization always meets the functional need.

See examples on next page.

Small
INCIDENT ORGANIZATION (e.g., Fatal Traffic Collision)



Larger
INCIDENT ORGANIZATION (e.g., Barricaded Suspect with Hostages)



NOTE: See page 46 for an organization chart of a fully staffed incident.

EXAMPLES WHEN ICS SHOULD BE USED

The Incident Command System is easily applicable to the following small and large incidents and events:

Incidents (unplanned occurrences)

- Major Traffic Collision
- Hostage Situation
- Bomb Incident
- Air Crash
- Hazardous Materials Spill
- Officer Involved Shooting
- Civil Disorder / Riot
- Fires and Explosions
- Landslide

Events (planned occurrences)

- Dignitary Visit
- Large Sporting / Concert Event
- Parades or Marches

Disasters (major emergencies generating several incidents)

- Earthquake
- Flood
- Severe Winter Storms

TRANSITIONAL STEPS

Some of the more important "transitional" steps that are necessary in applying ICS in a field incident environment include:

- Recognize and anticipate the requirement that organizational elements will be activated and take the necessary steps to delegate the authority to others.
- Establish incident facilities as needed, strategically located, to support operations.
- Establish the use of common terminology for organizational functional elements, position titles, facilities and resources.
- Rapidly evolve from providing oral orders and instructions to the

development of a written Incident Action Plan.

DISTINCTIONS BETWEEN LAW ENFORCEMENT ICS AND OTHER DISCIPLINES' ICS

The Law Enforcement Incident Command System (*LEICS*) is essentially identical to the "generic" SEMS Incident Command System. However, some modifications have been made to better meet the needs of law enforcement. Some of the significant distinctions are:

- The term "Officer-In-Charge" (OIC), will be used in the law enforcement ICS model to describe positions of leadership at the Section, Branch, Group and Unit levels. Under LEICS the emphasis will be on identifying an individual in charge of a function rather than confusing rank designations with position titles that infer specific meanings and expectations within different organizations (i.e., "Chief," "Director," or "Manager"). In disciplines other than law enforcement the term OIC may also be referred to as *Section Chief, Branch Director, Group Supervisor, Unit Leader, or Team Leader*.
- Staging Areas under LEICS are locations set up at an incident where resources can be placed indefinitely while awaiting tactical assignment. In LEICS, staging areas are managed by the Logistics Section OIC.

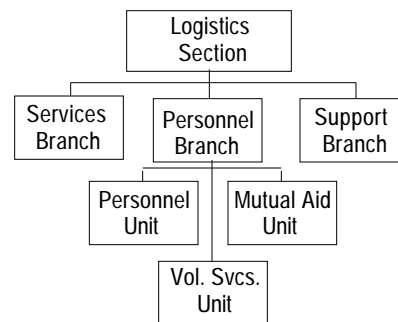
Under the traditional fire service-oriented ICS, a Staging Area is where resources are placed and *may be deployed within three minutes* at the direction of the Operations Chief. In this traditional configuration, the Staging Area Manager reports to the Operations Section Chief. In LEICS, the Staging Area Manager reports to the Logistics Section OIC.

In a large law enforcement operation, Staging and Base activity are often collocated, thus requiring the predominant involvement of Logistics. Ensuring that officers are properly checked-in, equipped (particularly with appropriate radio communications) and available to be deployed by the Operations Section is an essential Logistics function. Upon activation for a tactical assignment from a Staging Area, management responsibility shifts to Operations Section. When resources are released from their tactical assignment and returned to Staging, they are again managed by Logistics Section.

- The "Check-In Procedures" differ slightly from traditional ICS. In LEICS, the Staging Area is the focus for most check-in activity. The Staging Area Manager checks-in arriving resources or, if activated, the *Check-In Recorder* from the Personnel Unit checks-in personnel and the *Receiving/Distribution Officer* from the Supply Unit checks-in equipment and supplies. When personnel or equipment check-in to a location other than Staging (i.e., directly to a field assignment or command post), then it is the responsibility of the appropriate OIC to make the proper check-in notification to the Logistics Section (Personnel Unit or Supply Unit). Refer to "Check-In Procedures" in Section III of this guide for details.
- The "Resources Unit (RESTAT)" in LEICS is primarily an information gathering function responsible for tracking and reporting resource status changes. Unlike traditional ICS, the Resources Unit in LEICS does *not* handle check-in activities nor does it effect resource orders or releases.
- The "Incident Scribe" (also referred to as the Command Post Scribe) is a position that may be activated to assist the Incident Commander.

- The "Mutual Aid Response Mobile Field Force" is an example of *resource typing* in ordering law enforcement mutual aid resources.
- "Personnel" as a resource category in law enforcement emergency operations is singularly the most crucial and important. It is therefore necessary to provide oversight within the Logistics Section commensurate with the anticipated need for personnel ordering, coordination and preparation for deployment.

The following organizational illustration appropriately depicts the Logistics / Personnel relationship in LEICS:



Note: In traditional or generic ICS, personnel ordering is handled by the Supply Unit.

INTEGRATING LEICS WITH OTHER DISCIPLINES

Today with the variety of disasters and emergencies we face, ICS is seldom purely a fire suppression or law enforcement activity. Rather, it is more likely a mix of fire service, law enforcement, public works, emergency medical, building and safety, and transportation disciplines. SEMS / ICS provides a system that is adaptable by all disciplines.

The single driving requirement to implement SEMS / ICS is the need to facilitate emergency response among varying disciplines by way of a

coordinated management system that successfully mixes "apples" and "oranges." When we are considering an ICS response that is exclusively fire service or exclusively law enforcement, the organization works reasonably well because apples work well with apples and oranges work well with oranges.

In many cases the Incident Commander will be from the fire fighting discipline. If law enforcement is collocated with fire service, it is reasonable to assume that the ICS organization will reflect the distinctions discussed earlier and will not reflect a purely LEICS organization. When working within a fire-oriented ICS, officers should be mindful of the differences and make allowances so that the law enforcement function can perform as expeditiously as possible.

Usually law enforcement participation in a fire-oriented ICS will consist of an *Agency Representative* with the authority to commit law enforcement resources or this individual may become elevated to *Co-Incident Commander* or *Deputy Incident Commander* under a unified command structure. There may also be other law enforcement personnel assigned to a *Law Branch* with groups assigned to crowd control, traffic, security, and evacuation functions.

See examples on next page.

Law enforcement personnel assigned as an Agency Representative or collocated with personnel from other disciplines should, as necessary, relay mission tasking requests to the appropriate law enforcement function (such requests may be directed to a Police or Sheriff's Department Operations Center). The circumstances may be reversed if there is a law enforcement Incident Commander. The ICS organization should be flexible enough to absorb discipline related idiosyncrasies without causing delays in emergency response operations.

Flexibility by law enforcement personnel is also required to accommodate members

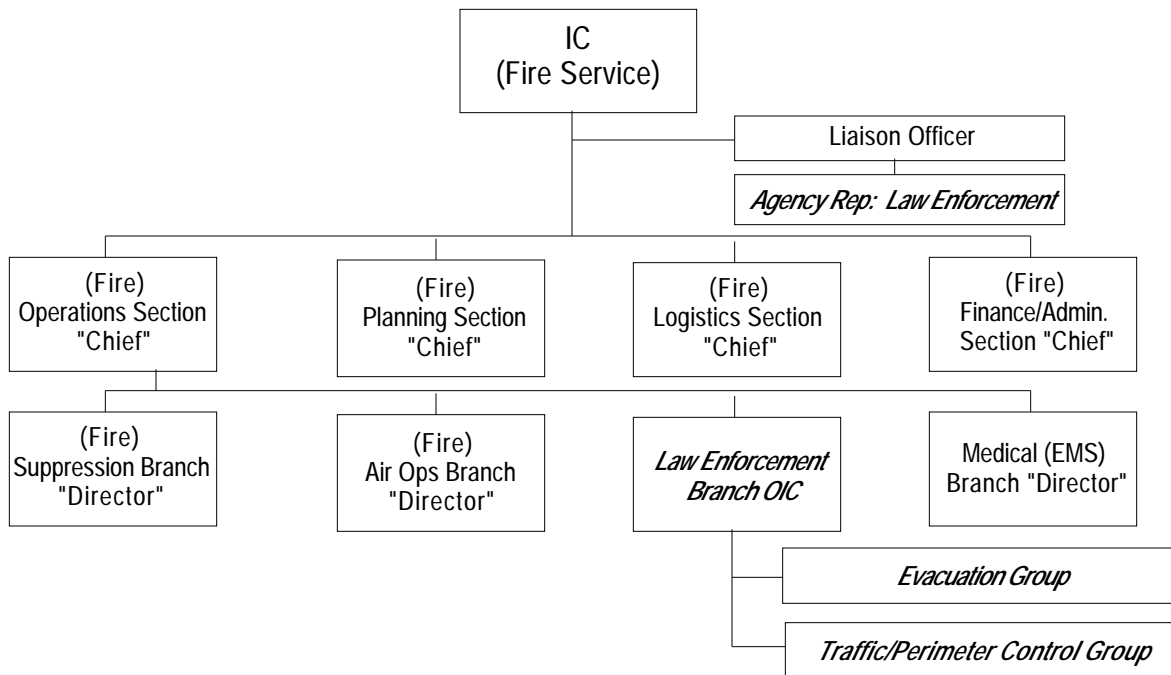
of other disciplines whose day-to-day activities are not geared to emergency response. Although it is their responsibility to fit into the ICS environment, any assistance and courtesy shown will ease tensions and facilitate future cooperation.

Under some conditions there will necessarily be representatives of the federal government participating at the incident command post. In some cases federal agents will be providing federal resources in a support mode and in other cases involving terrorism, weapons of mass destruction, or national security, a federal agency (e.g., FBI) may assume the lead.

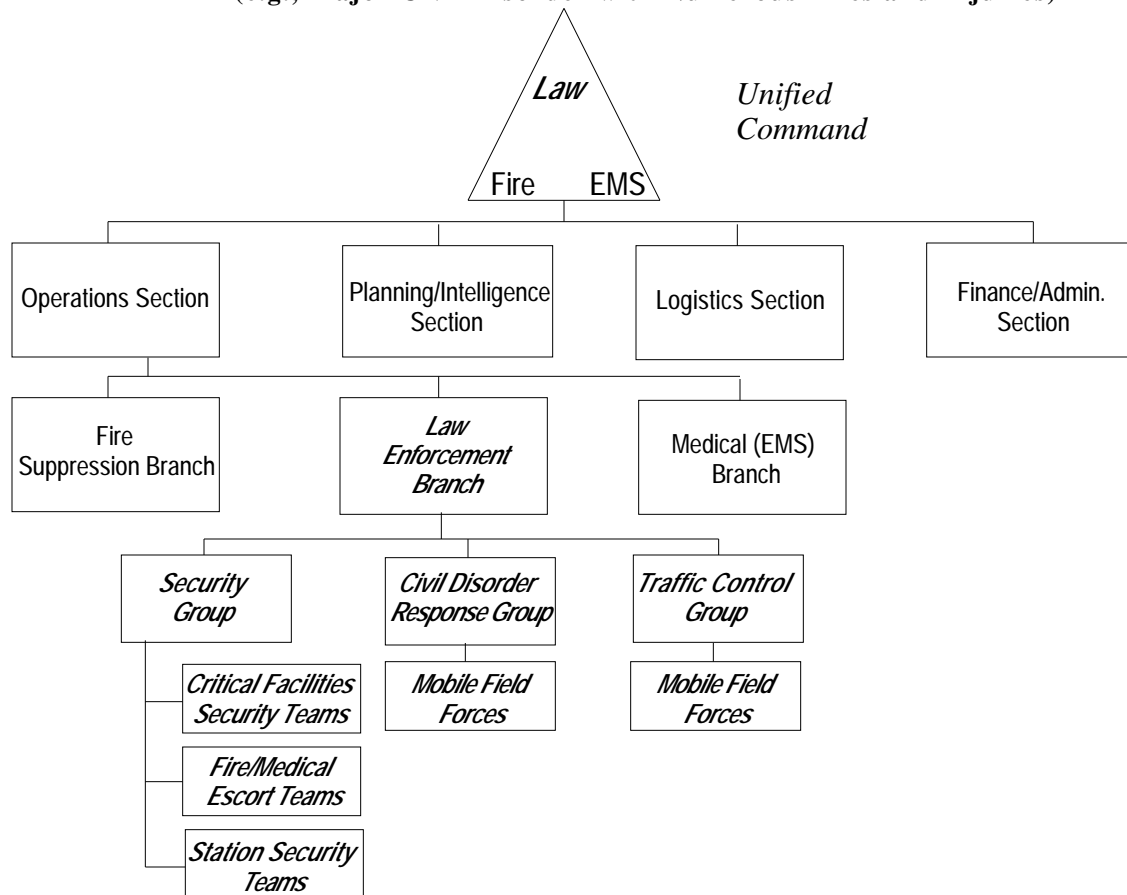
Refer to Annex A (Glossary) of this guide for formal definitions of "Terrorism" and "Weapons of Mass Destruction."

Usually local government provides the first response. If a federal agency becomes involved there will typically be policy level discussions to determine jurisdictional imperatives and an orderly transition of authority if necessary. If such a transition occurs, levels of continued local involvement will be clearly communicated. It should be noted that the federal government has its own response plan and its agencies may or may not practice the ICS as it is applied in California. The federal government does however respect the SEMS / ICS system; therefore, state and local agencies will continue to function within that structure.

EXAMPLE 1: Limited Law Enforcement Involvement (e.g., Wild Land Fire)



EXAMPLE 2: Extensive Law Enforcement Involvement
(e.g., Major Civil Disorder with Numerous Fires and Injuries)



LEICS ADVISORS

Should an emergency or incident occur where a local agency would like guidance in implementing LEICS, the Law Enforcement Branch of OES will maintain a roster of personnel who are proficient in the use of LEICS and will respond under mutual aid to provide consultation and make recommendations to facilitate the use of LEICS principles.

- During regular business hours call **(916) 845-8400**.
- During off hours, weekends and holidays call **(916) 845-8911** and ask for the law enforcement duty officer.

REIMBURSEMENT INFORMATION

Law Enforcement Mutual Aid (LEMA) is typically provided voluntarily as agreed to statewide in the California Master Mutual Aid Agreement. The California Emergency Services Act, Article 11, Section 8615 through 8619 outlines circumstances under which mutual aid provisions are implemented.

In some incidents extraordinary emergency or disaster response costs may be incurred. California Emergency Services Act, Section 8690.6 establishes parameters and provides financial assistance for LEMA cost recovery when the incident or disaster results in a Governor's State of Emergency proclamation.

Although financial assistance may not be available in every case, the Governor's Office of Emergency Services Law Enforcement Branch will respond to inquiries from local law enforcement to facilitate the reimbursement process. Please call the Law Enforcement Branch at **(916) 845-8400** to obtain reimbursement advice and claim application materials.

SECTION III

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

INTRODUCTION

In 1970, Southern California experienced a fire season of disastrous proportion. In a thirteen day period 16 lives were lost, 772 structures were destroyed and 600,000 acres were burned. The disaster of Southern California provided the impetus for the subsequent development of the *Incident Command System (ICS)*.

Following the Southern California fires, the US Forest Service issued a formal Research Development and Application Charter to design an all risks management system that would assist firefighting agencies in improving effectiveness and coordination in combating multi-jurisdictional fires. The system was to provide an effective means to deal with emergencies of any nature.

The five year design effort led to a program named *FIRESCOPE*, (Firefighting Resources of Southern California Organized for Potential Emergencies), whose main product turned out to be the Incident Command System.

ICS has been tried, proven, and highly refined since its conception. Its effectiveness as an emergency management system is now recognized and utilized throughout the United States.

The *Law Enforcement Incident Command System (LEICS)* provides a management structure and system for conducting on-site emergency operations. It is applicable to small scale daily operational activities as well as major mobilizations. Because of its standardized operational structure and common terminology, ICS provides a useful and flexible management system that is particularly adaptable to incidents involving multi-jurisdictional or multi-discipline responses.

ICS provides the flexibility needed to rapidly activate and establish an organizational format around those functions that need to be performed.

ICS Operating Requirements

The following are operating requirements of the Incident Command System (ICS):

- The system provides for the following types of operations:
 - Single Jurisdiction responsibility with single agency involvement.
 - Single jurisdiction responsibility with multi-agency involvement.
 - Multi-jurisdiction responsibility with multi-agency involvement.
- The system's organizational structure is able to adapt to any emergency to which public safety would be expected to respond.
- The system is applicable and acceptable to all user agencies.
- The system is able to expand in a rapid manner from an initial response into a major incident. It is able to reduce its size just as rapidly as the organizational needs of the situation decrease.
- The system has common elements in organization terminology and procedure which allows maximum application.
- Implementation of the ICS system should cause the least disruption to existing systems.
- The system is effective in fulfilling all the above requirements and be simple enough to insure ease of understanding.

The Law Enforcement Incident Command System (LEICS)

Management Concepts:

- Common Terminology
- Modular Organization
- Unified Command Structure
- Action Planning
- Manageable Span of Control
- Pre-designated Incident Facilities
- Comprehensive Resource Management
- Integrated Communications
- Area Command

Common Terminology

It is essential for any management system that common terminology be established for the following components: organizational functions, resources, and facilities.

Organizational Functions

Refers to a standard set of five major pre-designated functions:

- Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

Resources

Refers to the combination of personnel and equipment used in tactical operations.

Facilities

Refers to common identifiers used for those facilities in and around the incident area which will be used during the course of the incident. These facilities include the Command Post, staging areas, etc.

Modular Organization

The ICS organizational structure develops in a modular fashion based on the nature, size, and anticipated duration of an incident. The intent of

this modular feature is that at each level: 1) only those functional elements that are required to meet current objectives need to be activated, and 2) that all elements of the organization can be arranged in various ways within or under the five SEMS essential functions.

The functions of any non-activated element will be the responsibility of the next highest element in the organization. Each activated element must have a person in charge of it that is based on job expertise and qualifications. Rank is not necessarily the sole determinant when filling ICS positions. It is also possible that one OIC may be in charge of more than one functional element.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function(s) to be performed.
- Fill only those organizational elements that are required.
- Stay within recommended span of control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate elements no longer required by the incident.

The designated organizational elements established for use in the Incident Command System are listed below. How these are applied in ICS will vary slightly from section to section within the organization.

- Command
- Section
- Branches
- Divisions or Groups
- Units
- Teams, Task Forces (e.g., Mobile Field Force), single resources or other elements are defined by agency policy.

Within the ICS the first management assignments will be made by the Incident Commander and will normally be a Section Officer-In-Charge, (OIC). The purpose of the Section OIC is to manage specific functional areas. Section OICs may further delegate management authority for their areas as required. If the Section OIC realizes the need, other functional branches may be added within the section. Similarly, each functional Branch OIC will further assign individual tasks within the branch as needed.

Most law enforcement operations remain at a level that the organization does not expand. It remains small in most instances, so only activate what is actually needed!

Unified Command Structure

Unified Command is a procedure used at incidents which allows all agencies with geographical, legal or functional responsibility to establish a common set of incident objectives and strategies, and a single Incident Action Plan.

A single Operations Section OIC will have the responsibility for implementing and managing the operations portion of the Incident Action Plan under Unified Command.

The use of Unified Command is a valuable tool to help ensure a coordinated multi-agency response. Unified Command procedures assure agencies that they do not lose their individual responsibility, authority, or accountability.

Unified Command is highly flexible. As the incident changes over time with different disciplines moving into primary roles, the Unified Command structure and personnel assignments can change to meet the need.

Primary Features of a Unified Command Incident Organization

- A single integrated incident organization.
- Collocated (shared) facilities.
- A single planning process and Incident Action Plan.
- Shared planning, logistical and finance/ administration operations.
- A coordinated process for resource ordering.

Advantages of using Unified Command

- One set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident goals.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions and constraints of all others.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Collective goals and strategies on major multi-jurisdictional incidents should be in written format. The goals and strategies will then guide development of the action plan. Under the Unified Command structure of the ICS the implementation of the action plan is

still accomplished under the direction of the designated Operations OIC.

The Operations OIC will usually be selected from the agency having the most jurisdictional involvement. All Agencies involved with functional responsibilities in the incident and represented in the Unified Command structure will agree on the selection and designation of the Operations OIC. Other jurisdictional agencies may be represented as deputies to the Operations OIC.

Action Planning

An Action Plan is also referred to as "Incident Action Plan, Consolidated Action Plan, or Operations Plan."

Every incident requires an action plan. Though not always accomplished in a documented format for small incidents of short duration, a *written* action plan should be developed and implemented when:

- Resources from multiple agencies are used.
- Multiple jurisdictions are involved.
- The incident will require a change in shifts of personnel and/or equipment.

The plan should cover all tactical and support activities.

The Incident Commander (or Unified Command) will establish goals and determine strategies for the incident based upon the requirements of the jurisdiction. Within the Unified Command the incident objectives must adequately reflect the policy needs of participating agencies.

For specific details regarding action planning, refer to Section V of this guide.

Manageable Span of Control

Safety factors as well as sound management principles will dictate span of control considerations. The

span of control should range from three to seven subordinates with a span of control of five being established as optimal and generally acceptable.

The type of incident, nature of tasks to be performed, and safety factors are all important management considerations in determining OIC /subordinate ratio. The changes that occur during a rapidly developing situation are another consideration in determining span of control. Planning for change is essential at such times to avoid indiscriminate resources ordering which will directly affect span of control effectiveness.

Pre-Designated Incident Facilities

Certain facilities and locations should be designated in the pre-emergency phase for use during emergency events. The determination of these facilities and their locations will be based upon the requirements of the incident and at the direction of the Incident Commander. The Incident Commander will cause the activation of these facilities as needed at the outbreak of the emergency event. These facilities may be used as:

- Staging Areas
- Command Posts
- Mass Care Centers
- Evacuation Centers

Comprehensive Resource Management

Resources may be organized as either single resources or as task forces (e.g., mobile field force). Strict accountability is absolutely essential and can be accomplished by:

- Establishing mandatory initial check-in procedures.
- Assigning a current status condition.
- Ensuring all changes to resources, locations and status conditions are promptly reported to the appropriate functional unit.

Check-In Procedures

LEICS has a simple and effective check-in process for personnel, supplies, and equipment.

Personnel: Most personnel responding to an incident should report to the Staging Area and check-in with the Staging Manager (or the Check-In Recorder assigned to the Staging Area from the Personnel Unit, if activated). However, when it is not practical to report directly to the Staging Area, such as the case when units respond directly to field assignments, then it is the responsibility of the single units or the appropriate OIC to report (usually via radio) all checked-in personnel under his/her command to the Personnel Unit in the Logistics Section.

Supplies and Equipment: Most supplies and equipment assigned to an incident should be delivered to the Staging Area and checked-in with the Staging Area Manager (or the Receiving / Distribution Officer assigned to the Staging Area from the Supply Unit, if activated). However, when it is not practical to report directly to the Staging Area, such as the case when supplies are delivered directly to field assignments, then it is the responsibility of the single units or the appropriate OIC receiving the supplies or equipment to report receipt of supplies and equipment to the Supply Unit in the Logistics Section.

To summarize, *personnel* check-in with the Personnel Unit (Check-In Recorder) at the Staging Area and *supplies and equipment* check-in with the Supply Unit (Receiving / Distribution Officer). If neither of these positions are activated (or if in doubt), then simply report to the Staging Area Manager for direction.

LEICS Form 211 (Check-In List) was designed to assist OICs with recording checked-in personnel, equipment, and supplies.

Integrated Communications

Communication systems require advanced planning. This planning should include the development of frequency inventories which will support tactical and support resources, frequency sharing agreements, use of synthesized mobile/portable radio equipment, cellular phones, and the use of available state and federal communications equipment.

Communications should be established at an incident based communications center.

Note: All radio communications should be transmitted in *clear text*, agency specific codes should not be used.

Area Command

As a part of the general guidance related to the SEMS Field Response, it may be appropriate to consider the use of Area Command.

In ICS, Area Command is an organization that is primarily established to oversee the management of multiple incidents that are each being handled by an Incident Command System organization. An Area Command may also be conducted as a Unified Area Command.

The purpose of an Area Command is to:

- Set overall priorities within the geographical area covered by the Area Command
- Determine appropriate strategies for use in achieving the priorities
- Allocate critical resources based on priorities
- Ensure that incidents are properly managed

- Ensure that objectives are met, and strategies followed

Area Command Reporting Relationships: When Area Command is established, Incident Commander(s) for the incidents under the authority of the Area Command will report to the Area Commander. The Area Commander is accountable to his/her agency or jurisdictional executive or administrator. This could be the DOC, EOC or another location. It is important to note that Area Command is a command function of *field* response, and not an EOC function.

At a minimum, this would include:

- Establishing objectives for the incident
- Having an incident action plan
- Ensuring effective span of control
- Using common terminology as appropriate to the situation
- Delegating authority and activating organizational elements within the ICS structure as needed or anticipated
- Providing for personnel accountability and a safe environment
- Ensuring effective communications

Advantages of Using Area Command:

- Much of the inter-incident coordination normally required of each IC will be accomplished at the Area Command level. Using an Area Command, allows the Incident Commanders and their incident management teams to focus their attention on their assigned incident.
- Area Command sets priorities between incidents and allocates critical resources according to

priorities established by the Agency Executive.

- Area Command helps the Agency Executive by ensuring that Agency policies, priorities, constraints and guidance are being made known to the respective Incident Commanders.
- Area Command also reduces the workload of the agency executive, especially if there are multiple incidents occurring at the same time.

Requirements in Establishing Area Command: The following requirements apply to either an Area Command or a Unified Area Command.

- Incident Commanders covered by the Area Command must be notified that an Area Command is being established.
- The Area Command team should consist of the best qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations.
- The Area Command organization operates under the same basic principles as does the Incident Command System.
- The Area Command organization should always be kept as small as possible. Area Command organizational positions could consist of:
 - Area Commander and, only as necessary:
 - Area Command Logistics OIC (Section Chief)
 - Area Command Planning/Intelligence OIC (Section Chief)

- Area Command Critical Resources Unit OIC (Leader)
- Area Command Situation Unit OIC (Leader)
- Area Command Public Information Officer
- Area Command Liaison Officer (to help in maintaining off-incident inter-agency contacts)

existing Incident Command Post (ICP).

A training module dedicated to Area Command is included in the SEMS Field Level course of instruction.

It is important to remember, that Area Command does not in any way replace the incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.

Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. They must be provided adequate and clear delegation of authority.

An Area Command or Unified Area Command should develop an action plan concerning the priorities, objectives and needs of the Area Command. The plan should:

- clearly state Agency policy, objectives, and priorities, including priorities for critical resource allocations,
- provide an organization with clear lines of authority and communications,
- identify specific functions to be performed at the Area Command versus those on incidents, such as in the area of public information.

Area Command facilities may be collocated at department operations centers, EOCs, or other locations. It is recommended that they not be established in conjunction with an

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Command Staff

The Command Staff consists of the Incident Commander, Deputy Incident Commander, Public Information Officer, Incident Scribe, Safety Officer (when activated), and Liaison Officer. *See organization chart on page 47.*

Incident Commander (IC)

The Incident Commander is responsible for all incident activities including the development of strategies and tactics and the ordering of and the release of resources. The Incident Commander has complete authority and responsibility for the conduct of overall operations.

It is operationally imperative that the Incident Commander delegate authority and assignments to qualified subordinates. This is best accomplished through "mission tasking." Mission tasking allows the IC to give direction to subordinate OICs in broad parameters without suppressing initiative of those responsible for the detailed execution of action plans. The authority of the Incident Commander is exercised to direct and control the work effort of subordinates and influence the outcome of the coordinated actions.

Duties and responsibilities:

- ☐ Establish incident command post.
- ☐ Assess the evolving emergency situation.
- ☐ Assign necessary staff.
- ☐ Activate needed ICS elements and selected Section OICs.
- ☐ Conduct initial briefing and begin planning and intelligence process.
- ☐ Approve all plans, incident action plan, resources orders, media releases, demobilization plan.
- ☐ Ensure coordination of staff actions and activities.

- ☐ Manage incident operations through the use of an Operations Section OIC.

Deputy Incident Commander

In large incidents, the Deputy Incident Commander position may be activated. The Deputy Incident Commander is the principal assistant to the IC and possesses the qualifications and authority to act on the IC's behalf in his/her absence. The Deputy Incident Commander receives duty assignments and staff direction from the IC.

Duties and responsibilities:

- ☐ Assume interim command of all operational functions in the absence of the IC;
- ☐ Verify task completion by functional areas;
- ☐ Appoint agency representatives to outside agencies' EOCs;
- ☐ Request liaison personnel from outside agencies involved in the emergency;
- ☐ Review and ensure completion of all administrative duties, situation reports, logs, journals, section activities reports;
- ☐ Assist the IC as directed.

Public Information Officer (PIO)

The Public Information Officer, a member of the Command Staff, is the sole person responsible for the formulation and release of information to the media as directed by the IC. In the unified command, though many agencies represented may have a PIO, a single Public Information Officer for the unified command is appointed. All releases are approved by the Incident Commander or Unified Command Structure.

Duties and responsibilities:

- ☐ Establish an information center separate from all other activities, when possible.

- ☐ Arrange for work space, materials and staffing.
- ☐ Prepare initial information summary and maintain file of all subsequent summaries.
- ☐ Obtain IC approval for all press releases.
- ☐ Release approved news to the media and post such releases in the incident command post promptly.
- ☐ Arrange meetings between incident personnel and the media.
- ☐ Provide media escort services for media and VIPs.
- ☐ Observe all constraints on news releases imposed by the IC.
- ☐ Maintain a unit log.

Incident Scribe

The activation of this position is at the discretion of the Incident Commander. The functions of this position are generally conducted by the Plans/Intelligence Section, when activated.

At the direction of the Incident Commander, the Incident Scribe shall record information from all incident message forms with reference to time, message, and action taken.

Duties and responsibilities:

- ☐ Maintain and periodically distribute a situation report.
- ☐ Gather incident related information from other sections for entry into the Command Post Log.
- ☐ Refer newsworthy information to the Public Information Officer.
- ☐ Ensure that all messages are appropriately routed.

Safety Officer

The Safety Officer reports directly to the IC. This position is *mandated* by OSHA for all hazardous materials incidents. For other incidents, when activated, the Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures

for assuring personnel safety. The Safety Officer has the authority to stop all unsafe activity on an incident that is deemed to be *outside the scope of the incident action plan*.

At major disasters or at particularly traumatic events, the Safety Officer typically coordinates the response and deployment of Critical Incident Stress Management (CISM) personnel. It should be noted that CISM is a professional psychological function and should not be attempted at a layperson level without professional guidance. Nevertheless, CISM is an important health issue for response personnel and planning efforts should include provisions for its implementation.

Liaison Officer

The Liaison Officer is a member of the Command Staff and is the point of contact for assisting agency representatives. This may include representatives from other law enforcement agencies, fire services, emergency medical providers, Red Cross, Public Works, Coroner's Office, Health Services, etc. The Liaison Officer will be from the agency having jurisdictional responsibility for the emergency.

Duties and responsibilities:

- ☐ Obtain a briefing from the Incident Commander.
- ☐ Provide a point of contact for assisting/mutual aid agency representatives.
- ☐ Identify agency representatives from each agency including the Communications link and their location.
- ☐ Respond to requests from incident personnel for their inter-organizational contacts.
- ☐ Monitor the incident operations to identify what might be potential inter-organizational problems.
- ☐ Provide information and maintain a liaison with other Government and Law Enforcement agencies.

- ☐ Maintain a unit log.

Agency Representatives

An individual assigned from an assisting agency who has the delegated authority to make decisions affecting that agency's participation in emergency operations. Upon arriving at the designated staging area the Agency Representative reports to the Liaison Officer. Each responding agency should assign only one representative to the incident.

Duties and responsibilities:

- ☐ Ensure that all agency resources have checked-in.
- ☐ Obtain situation briefing from the Liaison Officer.
- ☐ Establish a working location and advise agency personnel that the Agency Representative position has been filled.
- ☐ Attend planning meetings as required.
- ☐ Provide input regarding the use of agency resources.

POSITION ASSIGNMENTS AND RESPONSIBILITIES: Operations Section

Operations Section

The Operations Section holds the responsibility for the coordinated tactical response of the incident. This may include, but is not limited to, the deployment of personnel in response to a civil disorder, coordinated response to an evacuation, support of fire services, coordinated response to rescue operations, etc. *See organization chart on page 48.*

Operations Section OIC

The Operations Officer, also identified as the Operations Officer-In-Charge (OIC), is responsible for the implementation and management of all operational plans and supervises the Operations Section. The Operations Section OIC activates and supervises the organizational elements of the response in accordance with the Incident Action Plan and directs its implementation. The Operations Section OIC also coordinates unit tactics with other staff members, requests or releases resources, makes situational changes to the plan as necessary and reports such changes to the Incident Commander.

Duties and responsibilities:

- ☐ Obtain a briefing from the IC.
- ☐ Exercise direction and control over on-going operational activities in accordance with the incident action plan.
- ☐ Supervise and direct section personnel.
- ☐ Coordinate Operations Section activities with all other staff sections.
- ☐ Recommend the site locations for support activities.
- ☐ Assist in determining additional needed resources.
- ☐ Ensure that all resources in the field have been reported to the Logistics Section for proper

check-in accounting and to secure proper support for food, lodging, supplies, etc.

- ☐ Advise the IC on all developments and changes in the tactical situation.
- ☐ Maintain a unit log.

Operations Dispatcher

The Operations Dispatcher functions under the control of the Operations OIC. The dispatcher manages and controls all tactical radio and data frequencies used in support of the emergency incident. In major disasters or complex emergency events a supervising dispatcher may be activated.

Duties and responsibilities:

- ☐ Dispatch field units as directed by the Operations OIC.
- ☐ Maintain unit designation board depicting status and availability of field operations staff.
- ☐ Coordinate activities of the unit and with other agency dispatchers.
- ☐ Maintain a unit log.

Branch

The Branch OIC functions within the Operations Section. The Operations Section OIC will assign specific portions of the incident action plan to the Branch OIC for implementation. The Branch OIC retains authority and control of resources assigned to accomplish tasks. Routine status on conditions and progress are provided to the Operations OIC.

Duties and responsibilities:

- ☐ Review assignments with subordinate staff and modify where appropriate.
- ☐ Attend planning meetings when requested.
- ☐ Assign specific tasks to mission group OICs.
- ☐ Provide timely information to the Field Operations OIC on situation

changes, rescues, plans
modifications and hazards.

- ☐ Maintain a unit log.

Group / Division

The Group (or Division) OIC functions within the Operations Section. "Groups" are activated upon identified need in the incident action plan for a specific *function* (i.e., Perimeter Control Group, Security Group, Traffic Control Group, Evacuation Group). "Divisions" are activated to coordinate operations in a specific *geographic* area.

Duties and responsibilities:

- ☐ Implementation of assigned portions of the action plan.
- ☐ Task assignments within the group or division.
- ☐ Progress and situation reports to the Branch OIC or the Operations Section OIC.
- ☐ Maintain a unit log.

Mobile Field Force

The Mobile Field Force is a type of specialized "Task Force." It is similar to the concept of a "Strike Team" in the fire service. The Mobile Field Force OIC functions within the Operations Section. When activated it is responsible for specific tactical assignments. Assignments may include: traffic/crowd control, site evacuations and security; reports progress on mission assignments to the next higher OIC level.

Duties and responsibilities:

- ☐ Review assignment with subordinates.
- ☐ Makes essential changes to plans;
- ☐ Coordinates with adjacent task forces and units.
- ☐ Reports situation and resources status to next higher level.
- ☐ Maintain a unit log.

Air Operations Branch

Decision to Activate: *The Air Operations Branch may be activated whenever aircraft are deployed on an incident requiring mission assignment coordination, establishment of helispots or a helibase, or to address any aviation safety concerns requiring full time attention. Only persons knowledgeable in aircraft operations and aviation procedures should be assigned to the leadership positions within the Air Operations Branch.*

Refer to "Air Operations Checklist" in Annex B of this guide.

The Air Operations Branch OIC reports to the Operations Section OIC. The Air Operations Branch OIC, who is ground based, is primarily responsible for input to the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, the Air Operations Branch is responsible for implementing its strategic aspects - those that relate to the overall strategy as opposed to those that pertain to tactical operations. Specific tactical activities are normally performed by the Air Mission Group OIC working with ground and air resources. Additionally, the Air Operations Branch OIC is responsible for providing logistical support to aircraft operation on the incident.

Air Mission Group

The Air Mission Group OIC is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Mission Group OIC reports to the Air Operations Branch OIC.

Aviation Support Group

The Aviation Support Group OIC is primarily responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. This includes providing (1) fuel and other supplies, (2) maintenance and repair of aircraft, (3) keeping records of aircraft activity, and (4) providing enforcement of safety regulations. Helicopters during landing and take-off and while on the ground are under the control of the Aviation Support Group's Helibase or Helispot Managers. The Aviation Support Group OIC reports to the Air Operations Branch OIC.

POSITION ASSIGNMENTS AND RESPONSIBILITIES: Planning/Intelligence Section

Planning/Intelligence Section

The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. Additionally, the Planning/Intelligence Section reviews and develops incident intelligence information to assist in development of contingency plans for the Incident Commander. The section also prepares briefings for the Incident Commander and the Emergency Operations Center's staff related to new or updated intelligence information. *See organization chart on page 49.*

Planning/Intelligence Section OIC

The Planning/Intelligence Officer, also identified as the Planning/Intelligence Section OIC, is a member of the General Staff and is responsible for the operation of the Planning/Intelligence Section. This position provides information needed to understand the current situation, predicts probable course of incident events, assists in preparing alternative strategies and control operations for the incident, and coordinates with other staff members.

Duties and responsibilities:

- ☐ Collect and process situation information about the incident.
- ☐ Provide input to the Incident Commander and Operations Section OIC in preparing the Incident Action Plan.
- ☐ Supervise preparation of the Incident Action Plan.
- ☐ Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- ☐ Determine need for any specialized resources in support of the

incident and serve as liaison to all technical specialists.

- ☐ If requested, assemble and disassemble task forces not assigned to operations.
- ☐ Establish special information collection activities as necessary. Examples: weather, toxic hazards, suspect profiles.
- ☐ Assemble information on alternative strategies.
- ☐ Provide periodic predictions on incident potential.
- ☐ Report any significant changes in incident status.
- ☐ Compile and display incident status information.
- ☐ Inform the IC of termination trends in the incident and oversee preparation of Incident demobilization plan.
- ☐ Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- ☐ Obtain briefings from the Incident Commander (IC) and the Operations Officer.
- ☐ Activate and supervise the needed Planning/Intelligence Branches/Groups.
- ☐ Schedule and conduct intelligence briefings and debriefings.
- ☐ Deploy intelligence group(s) as needed to gather information.
- ☐ Maintain a Unit log.

Resources Unit (RESTAT)

The Resource Unit OIC, also referred to as the RESTAT Unit OIC, functions within the Planning/Intelligence Section.

The Resource Unit is responsible for the preparation, processing and reporting of resource *status change* information. The Resources Unit tracks personnel and equipment status relating to the incident.

Duties and responsibilities:

- ☐ Obtain briefings and special instructions from

- Planning/Intelligence Section OIC.
- ☐ Maintain liaison between Operations and Logistics Sections concerning needed and acquired resource movement.
- ☐ Prepare and maintain command post displays.
- ☐ Assign duties to Resource Unit personnel.
- ☐ Participate in Planning/Intelligence section meetings.
- ☐ Maintain incident tactical resource status log.
- ☐ Prepare Organizational Assignment List and the Organizational Chart.
- ☐ Prepare appropriate parts of Division Assignment Lists.
- ☐ Provide resources summary information to Situation Status Unit as required.

Situation Unit (SITSTAT)

The Situation Unit OIC, also known as the SITSTAT Unit OIC, functions within the Planning/Intelligence Section. The OIC is responsible for the collection and organization of incident situation and status information. The OIC performs analysis, evaluations and displays that information for use by ICS staff and agency personnel.

Duties and responsibilities:

- ☐ Obtain a briefing and special instructions from Planning/Intelligence Section OIC.
- ☐ Supervise the preparation and maintaining of command post displays of incident information.
- ☐ Assign duties to Situation Unit personnel.
- ☐ Collect incident data for duration of incident.
- ☐ Monitor media broadcasts.
- ☐ Obtain sound and video recordings, photographs, of the incident when feasible.
- ☐ Prepare estimates at periodic intervals or upon request.

- ☐ Post data on unit work displays and command post displays at scheduled intervals.
- ☐ Participate in incident planning meetings as required.
- ☐ Prepare Incident Status Summaries.
- ☐ Prepare Traffic Plan (external and internal to the incident).
- ☐ Provide photographic services and maps.
- ☐ Provide resource and situation status information in response to specific requests.
- ☐ Maintain Situation Unit records.

Field Observers

Field Observers are a part of the Situation Status Unit. When activated they are responsible for the collection of information by personal observations at the incident (e.g., law enforcement officers working plain clothes as part of a large demonstration). They provide information to the Situation Unit OIC.

Duties and responsibilities:

- ☐ Obtain a briefing from the Situation Unit OIC.
- ☐ Making a determination of:
 - ___ location of assignment;
 - ___ type of information;
 - ___ priorities;
 - ___ time limits for completion;
 - ___ method of communication;
 - ___ method of transportation.
- ☐ Obtain the necessary equipment and supplies for field duties.
- ☐ Perform field observations.
- ☐ Report information to Situation Unit by established procedure.

Casualty Information

Casualty Information is a part of the Situation Status Unit and establishes a centralized location for recording all incident related casualties. Information sources for casualty information may include, but are not limited to: the County Coroner's or Medical Examiner's Office,

Emergency Medical Services, Fire Services, Red Cross, etc.

Casualty Information shall ensure:

- ☐ There is accurate reporting of information concerning deaths, injuries, missing and returned persons.
- ☐ Casualty Information is not released to the media or public without authorization of the Incident Commander.

NOTE: Information regarding casualties of law enforcement, fire services, and other involved response agencies shall remain separate from other casualty information.

- ☐ Liaison is established with the American Red Cross and others to obtain information regarding evacuation centers and evacuees.
- ☐ Liaison is established with the Coroner for the flow of information regarding incident-related deaths.
- ☐ Liaison is established with medical providers to obtain casualty information.
- ☐ Personnel are assigned and deployed to hospitals, first-aid stations, and morgues to acquire casualty information.
- ☐ A listing of designated hospitals, evacuation centers, temporary first-aid stations and morgue facilities, is compiled and available to the Operations Section.
- ☐ A unit log is maintained.

Display Processor

The Display Processor a part of the Situation Status Unit, is responsible for the display of incident status information obtained from field observers, casualty information, resource status reports, aerial and other photos, and other informational data.

Duties and responsibilities:

- ☐ Obtain a briefing and assignment from the SITSTAT Unit OIC.
- ☐ Make a determination of:
 - ___ numbers, types and locations of displays required;
 - ___ priorities;
 - ___ map requirements for incident action plan;
 - ___ time limits for completion.
- ☐ Obtain the necessary equipment and supplies.
- ☐ Obtain a copy of the incident action plan for each operational period.
- ☐ Assist the SITSTAT OIC in analyzing and evaluating field reports.
- ☐ Develop required displays in accordance with the time limits for completion.

Weather Observer

The Weather Observer functions within the Situation Status Unit and is responsible for collecting incident related weather information - past, present, and forecasted. Providing weather information is especially critical during fires, a hazardous materials incident or during times of heavy rains.

Duties and responsibilities:

- ☐ Obtain a briefing from the SITSTAT OIC.
- ☐ Make a determination of:
 - ___ nature and location of weather systems;
 - ___ weather data collection methods to be used;
 - ___ priorities for collection;
 - ___ frequency of reports;
 - ___ method of reporting.
- ☐ Record and report weather observations.

Documentation Unit

The Documentation Unit OIC functions within the Planning/Intelligence Section and is responsible for maintaining accurate and complete incident files. The unit also provides duplication services to incident staff personnel and at the termination of the emergency incident, packs and stores incident files for legal and historical purposes.

Duties and responsibilities:

- ☐ Establish and organize incident files.
- ☐ Establish duplication services.
- ☐ Retain and file copies of official forms and reports.
- ☐ Collect and file reports and forms submitted by other incident organizational units.
- ☐ Check accuracy and completeness of records submitted for files.
- ☐ Contact appropriate units regarding errors or omissions.
- ☐ Provide copies of forms and reports to authorized personnel.
- ☐ Prepare incident documentation for the Planning/Intelligence Section OIC.
- ☐ Store and maintain incident files for after incident use.
- ☐ Collect other section/unit logs for historical record purposes.
- ☐ Maintain a unit log.

Demobilization Unit

The Demobilization Unit OIC functions within the Planning/Intelligence Section and is responsible for the preparation of the demobilization plan and assisting incident sections/units to ensure that an orderly, safe and cost effective movement of personnel and equipment is accomplished following the emergency incident.

Duties and responsibilities:

- ☐ Review incident resources records to determine probable size of demobilization effort;

- ☐ Assess and fill Unit's Demobilization needs for additional staff personnel;
- ☐ Confirm the Incident Command objectives, priorities, and constraints on demobilization.
- ☐ Meet with Agency Representatives to determine:
 - those agencies not requiring formal demobilization;
 - personnel rest and safety considerations;
 - coordination procedures with cooperating/assisting agencies.
- ☐ Be aware of ongoing Operations Section resource needs.
- ☐ Identify surplus resources and probable release times.
- ☐ Determine finance, supply and other incident check-out procedures.
- ☐ Evaluate incident logistics and transportation capabilities to support the demobilization effort.
- ☐ Establish communications links with appropriate off-incident facilities.
- ☐ Prepare demobilization plan - plan to include the following sections:
 - General - Discussion of demobilization procedures.
 - Responsibilities - Specific implementation responsibility and activity.
 - Release Priority - According to agency, kind, and type of resources.
 - Release Procedures - Detailed steps and process to be followed.
 - Directories - Maps, telephone numbers, instructions, etc.
- ☐ Confirm approval of Demobilization Plan.
- ☐ Distribute plan to all processing points (on and off incident).
- ☐ Ensure that all section/units understand their responsibilities within the plan.
- ☐ Assist in the implementation and coordination of the Demobilization Plan.

- ☐ Brief Planning/Intelligence Section OIC on progress of demobilization.
- ☐ Complete all records prior to departure.
- ☐ Maintain unit log.

Technical Specialists

Technical Specialists are advisors with special skills which may be needed to support incident operations. When activated they usually function within the Planning/Intelligence Section, but could be assigned to other sections as appropriate.

Technical Specialists may function within an existing branch or form a separate branch if required, or be reassigned to other sections of the organization (e.g., a chemist may be assigned to the Operations Section to advise the OIC on the technical aspects of probable health hazards or extent of an evacuation for a hazardous materials incident).

A type of technical specialist referred to as a "**Legal Officer**" (usually staffed by a government attorney) can be assigned to the Command Staff to advise the Incident Commander on such legal matters as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Duties and responsibilities:

- ☐ Report to the Planning/Intelligence Section OIC to obtain a briefing and special instructions.
- ☐ Participate in the development of an incident action plan and review the general control objectives, including alternative strategies as requested.
- ☐ Respond to requests for information about the limitations and capabilities of resources.
- ☐ Collect and transmit records and logs to the documentation unit at the end of each operational period.

POSITION ASSIGNMENTS AND RESPONSIBILITIES: Logistics Section

Logistics Section

All incident support needs (e.g. personnel, equipment, supplies) are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch. *See organization chart on page 50.*

An additional responsibility of the Logistics Section is to develop sources for obtaining materiel support from resources outside of the jurisdiction involved.

The Logistics Section will anticipate the staffing needs for the duration of the incident, as well as the acquisition of equipment and supplies, to facilitate an immediate response to a request for logistical support.

This Section will maintain a liaison with stations, facilities, EOCs, Counties and Cities that can provide logistical and personnel support.

The responsibility for maintaining a list of private vendors that can provide logistical support, which includes the DOC/EOC or Command Post operation, is held by the Logistics section as well as the Security staffing for the DOC/EOC or Command Post.

Logistics Section OIC

The Logistics Section Officer, also referred to as the Logistics OIC, is responsible for providing facilities, services, staffing and materiel in support of the incident. In smaller incidents the Logistics OIC may also be responsible for all financial and cost analysis aspects of the incident. The Logistics OIC will participate in the development and implementation of the incident action plan as well as activating and supervising the

Branches and Groups within the Logistics Section.

Duties and responsibilities:

- ☐ Obtain a briefing from the Incident Commander.
- ☐ Plan and coordinate the activities of the Logistics Section and supervising assigned personnel.
- ☐ Recommend a location for a staging area to the Incident Commander after consulting with the Operations OIC.
- ☐ Assign personnel to staff the Logistics Section as needed.
- ☐ Determine the extent of current and anticipated field operations and planning for necessary logistical support.
- ☐ Establish contact with OES Mutual Aid Regional Coordinator and other potential resource agencies, if applicable.
- ☐ Provide, maintain and control selected equipment, supplies, facilities, and commercial services required by the Operations Section.
- ☐ Provide security for the Incident Command Post and staging area, and other areas as required.
- ☐ Participate in the preparation of an incident action plan.
- ☐ Coordinate and process requests for additional resources.
- ☐ Provide and advise on current services, support and personnel capabilities.
- ☐ Estimate future services, support and personnel requirements.
- ☐ Ensure that incident communications equipment requirements are met.
- ☐ Recommend the release of resources in conformity with a demobilization plan.

Security Officer

The Security Officer shall coordinate activities of the Security Unit and supervise assigned personnel under the direction of the Logistics OIC. Additionally, they shall provide security for Incident Command Posts,

staging areas, and any location being staffed for the incident. This would also include the security at an DOC/EOC.

Duties and responsibilities:

- ☐ Preparing and submitting a security plan for the Incident Command Post, staging area and other facilities to the Logistics Officer.
- ☐ Provide necessary security for the staging area to safeguard equipment and personnel.
- ☐ Provide escorts for dignitaries admitted to the Field Command Post or staging area.
- ☐ Ensure that security posts are staffed as required.
- ☐ Issue various passes to authorized personnel as needed.
- ☐ Deny entrance to unauthorized officers and other persons.
- ☐ Notify the Incident Commander of City/County officials and dignitaries requesting to visit the Command Post.
- ☐ Maintain a unit log.

Staging Officer

The Staging Officer, also referred to as the Staging Area Manager, under the direction of the Logistics OIC is responsible for maintaining a location where personnel and equipment can be staged to support an incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Logistics OIC.
- ☐ Establish a staging area layout.
- ☐ Determine any support needs for equipment, feeding, sanitation and security.
- ☐ Coordinate with the Personnel Unit (Check-In Recorder) and the Supply Unit (Receiving/Distribution Officer) so that arriving resources (personnel, supplies, and equipment) can easily find the check-in and stand-by locations. If these positions are not staffed, then the Staging Officer is

responsible for the check-in process at the Staging Area and making resource status reports to the Resources Unit.

- ☐ Request maintenance service for equipment at the staging area as appropriate.
- ☐ Arrange for storage facilities for impounded vehicles.
- ☐ Supervise the parking and safeguarding of law enforcement personnel's private vehicles which may be parked at or near the staging area.
- ☐ Demobilize the staging area in accordance with incident demobilization plan:
 - ___ Ensure a clean up of the staging area.
 - ___ Assess any damage to the staging area property/facilities.
 - ___ Remove all equipment and supplies from within the staging area.
- ☐ Maintain a unit log.

Service Branch

The Service Branch OIC, when activated, is under the supervision of the Logistics Section OIC and is responsible for the management of all service activities at the incident. The Service Branch provides and maintains communications equipment (radio technician may fill this spot), provides medical support to incident personnel, and makes provisions so that assigned personnel can be fed.

Duties and responsibilities:

- ☐ Obtain a briefing from Logistics Section OIC.
- ☐ Obtain working materials (e.g., radio equipment, order forms, food ordering procedures).
- ☐ Determine the level of service required to support operations (e.g., the number of portable radios needed).
- ☐ Participate in planning meetings of the Logistics Section personnel to assist in developing information on service activities (e.g., the

amount of food needed, the location personnel can be fed).

- ☐ Maintain a unit log.

Communications Unit

This Unit, under the direction of the Service Branch OIC or Logistics Section OIC, is responsible for developing plans for the effective use of incident communications and equipment such as available frequencies or communication capabilities, distribution of communication equipment to incident personnel, and the maintenance and repair of communications equipment.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or Logistics Section OIC.
- ☐ Determine the communications unit personnel.
- ☐ Advise the Logistics Section OIC regarding communications capabilities/limitations.
- ☐ Prepare and implement the incident radio communications plan, if appropriate.
- ☐ Ensure that the incident communications and message systems are established.
- ☐ Set-up telephone and public address systems.
- ☐ Establish appropriate communications distribution/maintenance locations.
- ☐ Ensure that communications systems are installed and tested.
- ☐ Ensure that an equipment accountability system is established.
- ☐ Ensure that radio equipment is distributed, per radio plan, giving special attention to battery re-supply and/or recharging.
- ☐ Supervise the communications unit activities.
- ☐ Maintain records on all communications equipment.
- ☐ Recover equipment from relieved or released units.

- ☐ Provide technical information as required on:
 - The adequacy of communications systems currently in operation.
 - The geographic limitations on communications systems.
 - Equipment capabilities.
 - The amount and types of equipment available.
 - The anticipated problems in the use of communications equipment.
- ☐ Maintain a unit log.

Medical Unit

This Unit is responsible for the development of the Medical Plan to support ICS personnel under the direction of the Service Branch OIC. The plan will include information regarding obtaining medical aid, transportation for injured personnel, and preparation of reports and records.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- ☐ Determine the level of medical activities prior to activation of the medical group. Prepare a Medical Plan, if appropriate.
- ☐ Prepare procedures for major medical emergencies with the appropriate health or medical authorities.
- ☐ Arrange for medical aid (e.g., paramedics).
- ☐ Arrange for medical transportation.
- ☐ Arrange for medical supplies.
- ☐ Prepare medical reports.
- ☐ Maintain a log of all serious injuries/deaths occurring to incident personnel.
- ☐ Advise compensation/claims unit of all serious injuries/deaths occurring to incident personnel.
- ☐ Maintain a unit log.

Food Unit

The Food Unit, under the direction of the Service Branch OIC (when

activated) or the Logistics Section OIC, is responsible for determining feeding requirements at all incident facilities and/or operational locations. The Food Unit will meet these feeding requirements by procurement or production as appropriate, to the situation and unit capabilities. Overall responsibilities may include menu planning, determining cooking facilities required for food preparation, serving requirements, providing potable water, and general maintenance of the food service areas.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- ☐ Determine a method of feeding which is most appropriate to the situation, and coordinate with the Logistics and Finance Section.
- ☐ Obtain the necessary equipment and supplies to operate the food service facilities.
- ☐ Set-up food equipment.
- ☐ Ensure that appropriate health and safety measures are taken.
- ☐ Ensure that sufficient potable water is available to meet the incident needs.
- ☐ Provide a supply unit with food supply orders in advance of feeding time.
- ☐ Demobilize the Food Unit in accordance with incident demobilization plan.
- ☐ Maintain a unit log.

Support Branch

When activated, the Support Branch OIC is under the direction of the Logistics Section OIC and is responsible for the development and implementation of logistics plans in support of the incident action plan. This may vary from the ordering of expendable supplies to providing and maintaining vehicular support. The Support Branch OIC supervises the operations of the Facilities, Maintenance, Ground Support, and Supply units.

Duties and responsibilities:

- ☐ Obtain a briefing from the Logistics Section OIC.
- ☐ Identify Support Branch Personnel.
- ☐ Determine the initial support operations in coordination with the Logistics Officer and the Service Branch.
- ☐ Prepare initial organization and assignment for support operations.
- ☐ Assemble and brief the Support Branch Personnel.
- ☐ Determine if assigned branch resources are sufficient.
- ☐ Resolve any problems associated with requests from the Operations Section.
- ☐ Maintain a unit log.

Facilities Unit

The Facilities Unit OIC reports to the Support Branch OIC and is primarily responsible for the layout and activation of support facilities such as sanitation, eating, resting etc. These types of facilities are especially important for long term operations.

Duties and responsibilities:

- ☐ Obtain a briefing from the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Receive a copy of the incident action plan.
- ☐ Participate in the Logistics Section planning activities.
- ☐ Determine the requirements for each facility to be established.
- ☐ Ensure that all facilities are set up and properly functioning.
- ☐ Notify group OICs of the facility layout.
- ☐ Obtain personnel to operate facilities.
- ☐ Provide rest facilities.
- ☐ Provide facility maintenance services (e.g., sanitation, lighting, clean-up).

- ☐ Participate in the demobilization of the staging area.
- ☐ Report any damage to the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Report the amount of supplies used to the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Maintain a record of all units using facilities.
- ☐ Maintain a unit log.

Maintenance Unit

The Maintenance Unit OIC who reports to the Support Branch OIC, is tasked with the facilities and equipment maintenance.

Duties and responsibilities:

- ☐ Obtain a briefing from the Support Branch OIC or, if appropriate, the Logistics Section OIC.
- ☐ Participate in the Support Branch/Logistics Section Planning activities.
- ☐ Fuel, maintain, and repair ground support vehicles.
- ☐ Requisition maintenance and repair supplies.
- ☐ Maintain reports of damage/loss, and maintenance of department equipment.
- ☐ Maintain a unit log.

Ground Support Unit

The Ground Support Unit is primarily responsible for the transportation of personnel, supplies, food and other ground support equipment.

Duties and responsibilities:

- ☐ Obtain a briefing from Support Branch or Logistics Section OIC.
- ☐ Participate in Support Branch/Logistics Section planning activities.
- ☐ Maintain out-of-service resources.
- ☐ Notify the Support Branch of all status changes on support and transportation vehicles.

- ☐ Maintain an inventory of support and transportation vehicles
- ☐ Provide transportation services.
- ☐ Collect information on rented equipment (e.g., number of hours on a generator, mileage, etc.).
- ☐ Receive and assign vehicles that have arrived at the staging area.
- ☐ When required, establish and maintain a helicopter landing site.
- ☐ Maintain a unit log.

Supply Unit

The Supply Unit OIC is primarily responsible for ordering equipment, and supplies; receiving and storing all supplies for incident; maintaining an inventory of supplies; and serving non-expendable supplies and equipment. The unit is under the direction of the Support Branch OIC (when activated) or the Logistics Section OIC.

Duties and responsibilities:

- ☐ Obtain briefing from Support Branch OIC or Logistics Section OIC.
- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Activate and supervise Ordering Officers and Receiving / Distribution Officers to coordinate materiel acquisition and distribution.
- ☐ Provide Resources Unit with periodic updates on status of equipment and supplies received and distributed.
- ☐ Provide Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration with work materials.
- ☐ Determine the type and amount of supplies enroute.
- ☐ Review Incident Action Plan for information on operations of the Supply Unit.
- ☐ Develop and implement safety and security requirements for supplies and equipment.

- ☐ Order, receive, distribute, and store supplies and equipment.
- ☐ Receive and respond to requests for supplies and equipment.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Service reusable equipment.
- ☐ Demobilize Supply Unit.
- ☐ Submit reports to the Support Branch OIC.
- ☐ Maintain unit log.

Armorer

The Armorer is responsible for the repair and/or replacement of appropriate authorized weapons. The Armorer reports to the Supply Unit OIC.

Duties and responsibilities:

- ☐ Obtain briefing from Supply Unit OIC.
- ☐ Determine:
 - ___ location of work station;
 - ___ types and numbers of weapons deployed to the incident.
- ☐ Set-up secure storage/work area.
- ☐ Establish inventory and accountability system.
- ☐ Obtain spare parts and/or replacement weapons as necessary.
- ☐ Receive, replace, or repair all weapons as required.
- ☐ Ensure that all appropriate safety measures are taken in work/testing area.

Personnel Branch

When activated, the Personnel Branch OIC is under the direction of the Logistics Section OIC and is responsible for providing the staffing needed to respond to the incident (e.g., law enforcement personnel and volunteers). The Personnel Branch OIC supervises the staffing for the operation and coordinates with the Operations Section, Plans Section and Logistics Section to provide the required personnel.

Duties and responsibilities:

- ☐ Obtain a briefing from the Logistics OIC.
- ☐ Attend planning meetings to gather information on all overall strategy and personnel requirements.
- ☐ Identify Personnel Branch Personnel.
- ☐ Prepare initial organization and assignment for personnel support operations.
- ☐ Assemble and brief the Personnel Branch staff.
- ☐ Determine if assigned branch resources are sufficient.
- ☐ Resolve any problems associated with requests from the Operations Section.
- ☐ Maintain a unit log.

Note: The Personnel Branch OIC oversees the functions of the Personnel Unit, Volunteer Services Unit, and Mutual Aid Unit. If any of these units are not activated, then the Personnel Branch OIC is responsible for directly implementing the duties and responsibilities of the appropriate unit(s).

Personnel Unit

When activated, this unit is under the direction of the Personnel Branch OIC and is responsible for providing the staffing needed to respond to the incident. The Personnel Unit is also responsible for establishing the personnel check-in function at the incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Personnel Branch OIC.
- ☐ Establish a check-in function in coordination with the Staging Officer.
- ☐ Establish contacts with incident facilities by telephone or through communications center and initiate a status of personnel resource availability record. (a visual

- display of personnel status may be helpful)
- ☐ As directed, identify and maintain a ready reserve of personnel.
- ☐ Make recommendations to the Logistics OIC regarding suitable locations for the feeding of personnel, and a ready reserve personnel pool (this is to be coordinated with the Service Branch).
- ☐ Maintain time keeping and assignment records of all volunteer, liaison, and outside agency personnel assigned to the incident and coordinate with the Time Unit in the Finance / Administration Section.
- ☐ Confirm the dispatch of and estimate arrival times of ordered personnel.
- ☐ Transmit check-in information to the Resource Unit.
- ☐ Receive and assign responding officers to appropriate sections as requested by the Operations Section.
- ☐ Periodically brief ready reserve personnel to ensure they are aware of the field situation.
- ☐ Provide a means for rest and recuperation for the personnel pool in conjunction with the Facilities Unit.
- ☐ Maintain a unit log.

Check-In Recorder

The Check-In Recorder functions as a part of the Personnel Unit. The Recorder responds to check-in locations to ensure accountability of all resources assigned to an emergency incident.

Duties and responsibilities:

- ☐ Receive briefings from the Personnel Unit OIC.
- ☐ Establish communications with the Communication Center.
- ☐ Record check-in information on appropriate lists.

- ☐ Transmit check-in information to Personnel Unit on determined schedule.
- ☐ Forward completed check-in lists and all status changes to the Personnel Unit.

Volunteer Services Unit

Volunteer Services Unit will be utilized when authorized by the Incident Commander. This will be accomplished under the direction of the Personnel Branch OIC.

Duties and responsibilities:

- ☐ Coordinate all aid offered to the incident by volunteer personnel.
- ☐ Select a suitable location for volunteers to assemble, and make sure that incident personnel are advised of this location.
- ☐ *Ensure that all volunteers who will be deployed are registered as disaster services workers.*
- ☐ Maintain time cards for all volunteers and indicate group affiliation on the cards if applicable.
- ☐ Coordinate the assignments, meal breaks, and relief of volunteer personnel.
- ☐ Refer to the appropriate charitable organization or agency all offers of aid and volunteer sources not consistent with law enforcement requirements.
- ☐ Debrief volunteer personnel after the incident or tour of duty.
- ☐ Maintain a unit log.

Mutual Aid Unit

This function is under the direction of the Personnel Branch OIC and is responsible for the coordination and preparation of mutual aid requests adhering to established law enforcement mutual aid practices.

Duties and responsibilities:

- ☐ Request mutual aid forces to report to the staging area.

- ☐ Arrange for the briefing of mutual aid forces.
- ☐ Make provisions for mutual aid liaison personnel to be at the Incident Command Post.
- ☐ Ensure that these units are released as soon as possible, consistent with proper incident management.
- ☐ Debrief mutual aid forces after the incident or tour of duty.
- ☐ Coordinate with the Services Branch and the Support Branch to ensure that mutual aid personnel are provided with all necessary support services, equipment and supplies to ensure deploy ability. Such services and supplies could include radios (to ensure compatible communications at the incident), local maps, and subsistence items such as food and shelter in the event of prolonged incidents.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Finance/Administration Section

Finance/Administration Section

The Finance/Administration Section is responsible for the compilation of all information related to the cost of the emergency operation. This may include, but is not limited to, equipment and its usage, personnel hours, supplies, etc. *See organization chart on page 51.*

At the conclusion of the emergency operation, the Finance/Administration Section may have the responsibility for presenting the accumulated emergency response cost information to the appropriate authority (e.g., Division OIC, CAO, etc.).

Finance/Administration Section OIC

The Finance Officer, also referred to as the Finance/Administration Section Officer-In-Charge, is responsible for all financial and cost requirements of the incident. This position coordinates with other section OICs and supervises the members of the Finance/Administration Section. The Finance/Administration Officer should be thoroughly familiar with all procedures and financial record-keeping requirements of agencies responsible for reimbursements.

Duties and responsibilities:

- ☐ Obtain a briefing from IC.
- ☐ Provide input in all planning sessions on financial and cost analysis matters.
- ☐ Maintain daily contact with agency administrative departments on response cost matters.
- ☐ Ensure that supplies and other support needs for the Finance/Administration Section are identified and ordered.
- ☐ Ensure that personnel time records are transmitted to home agencies according to agreement or policy.

- ☐ Participate in all demobilization planning.
- ☐ Ensure all obligation documents initiated at the incident are properly prepared and completed.
- ☐ Brief agency administration personnel on all incident-related business management issues which require follow-up prior to departing the incident.
- ☐ Maintain a section log.

Procurement Unit

The Procurement Unit OIC functions within the Finance/Administration Section and is responsible for administering all financial matters pertaining to commercial vendors.

Duties and responsibilities:

- ☐ Obtain a briefing from the Financial/Administration Section OIC.
- ☐ Contact appropriate unit OICs to determine incident needs.
- ☐ Coordinate with local jurisdictions on plans and supply sources.
- ☐ Obtain and understand the incident logistics plan.
- ☐ Prepare contracts and land use agreements as needed.
- ☐ Establish and interpret contracts/agreements.
- ☐ Resolve all purchasing issues or disputes.
- ☐ Complete final processing forwarding invoice documents for payment.
- ☐ Receive and retain copies of all purchase orders and invoices of supplies/equipment ordered and/or received by Logistics/Support Branch.
- ☐ Maintain a unit log.

Compensation/Claims Unit

The Compensation/Claims Unit OIC functions within the Finance/Administration section and is responsible for the overall management and direction of all

compensation/claims specialists assigned to the emergency incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Financial/Administration Section OIC.
- ☐ Determine the need for compensation/claims specialist and request necessary personnel.
- ☐ Brief compensation/claims specialist on emergency incident activity.
- ☐ Coordinate and process incoming claims for ICS personnel-related injuries and property loss or damages relating to the emergency incident.
- ☐ Ensure that compensation/claims, logs and forms are current and routed to the proper agency for post-incident processing.
- ☐ Establish procedures with the appropriate authority to ensure prompt notification of injuries or deaths to emergency response personnel.
- ☐ Provide billing forms for transmittal to vendors and other providers.
- ☐ Maintaining listing of all injuries occurring on the emergency incident.
- ☐ Arrange for investigation of claims (e.g., personal injury and property damage claims), where necessary.
- ☐ Maintain a unit log.

Compensation/Claims Specialists

Compensation/Claims Specialist within the Finance/Administration Section is responsible for administering financial matters arising from serious injuries, deaths, and other claims related to the emergency incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Compensation/Claims Unit OIC.

- ☐ Develop and maintain a log of potential claims.
- ☐ Coordinate claims prevention plan with applicable incident functions.
- ☐ Initiate investigation on all claims.
- ☐ Ensure that site and property involved in investigation are protected.
- ☐ Obtain witness statements pertaining to claims.
- ☐ Establish procedure with Medical Unit OIC on prompt notification of injuries or deaths.
- ☐ Obtain copy of Incident Medical Plan.
- ☐ Remain informed on status of hospitalized personnel.
- ☐ Coordinate and handle all administrative paperwork on serious injuries or deaths.
- ☐ Advise the Compensation/Claims Unit OIC on nature and status of all existing and potential claims.
- ☐ Obtain Demobilization Plan and ensure that necessary follow-up action is completed.
- ☐ Coordinate with appropriate agencies having responsibility for hospitalized personnel following demobilization.

Time Unit

The Time Unit OIC is responsible for equipment and personnel time recording.

Duties and responsibilities:

- ☐ Obtain a briefing from the Financial/Administration Section OIC.
- ☐ Determine the incident requirements for the time recording function.
- ☐ Establish contact with appropriate agency personnel/representatives.
- ☐ Organize and establish the Time Unit.
- ☐ Ensure all records are current or completed prior to demobilization.
- ☐ Ensure time reports for assisting agencies are released to the respective agency representatives prior to demobilization.

- ☐ Brief the Finance/Administration Section OIC on current problems and make recommendations.
- ☐ Maintain a unit log.

Personnel Time Recorder

The personnel time recorder ensures that proper recording of hours worked by emergency incident response personnel is accurately accomplished.

Duties and responsibilities:

- ☐ Obtain a briefing from the Time Unit OIC.
- ☐ In coordination with the Personnel Branch, establish and maintain a file for employee time reports. *This must be done within the first operational period.*
- ☐ Initiate time reports for all response personnel assigned to the emergency incident for each operational period.
- ☐ Ensure that employee identification information is verified correct on time reports.
- ☐ Ensure time reports are signed.
- ☐ Close time documents prior to personnel departure from the emergency incident.
- ☐ Distribute time documents according to agency policy.
- ☐ Ensure all records, personnel time recording forms, and other finance documents are in order and submitted for processing prior to incident demobilization.
- ☐ Advise the appropriate groups/branches of the requirement to establish and maintain files for daily record of equipment time (e.g., ground support).
- ☐ Assist units in establishing a system for collecting equipment time reports.
- ☐ Submit data to the Time Unit OIC for cost analysis.
- ☐ Maintain current postings on all charges or credits for fuel, parts, services, etc..
- ☐ Complete forms according to agency specifications.
- ☐ Close forms prior to demobilization.
- ☐ Maintain list of any damaged or lost equipment for after incident billing or claim.
- ☐ Distribute lists of any damaged or lost equipment to each agency and provide information regarding damage/claims policy.

Equipment Time Recorder

The Equipment Time Recorder ensures that an accurate record of equipment usage is accomplished.

Duties and responsibilities:

- ☐ Obtain a briefing from the Time Unit OIC.
- ☐ Establish equipment time recording function in locations designated by the Time Unit OIC.

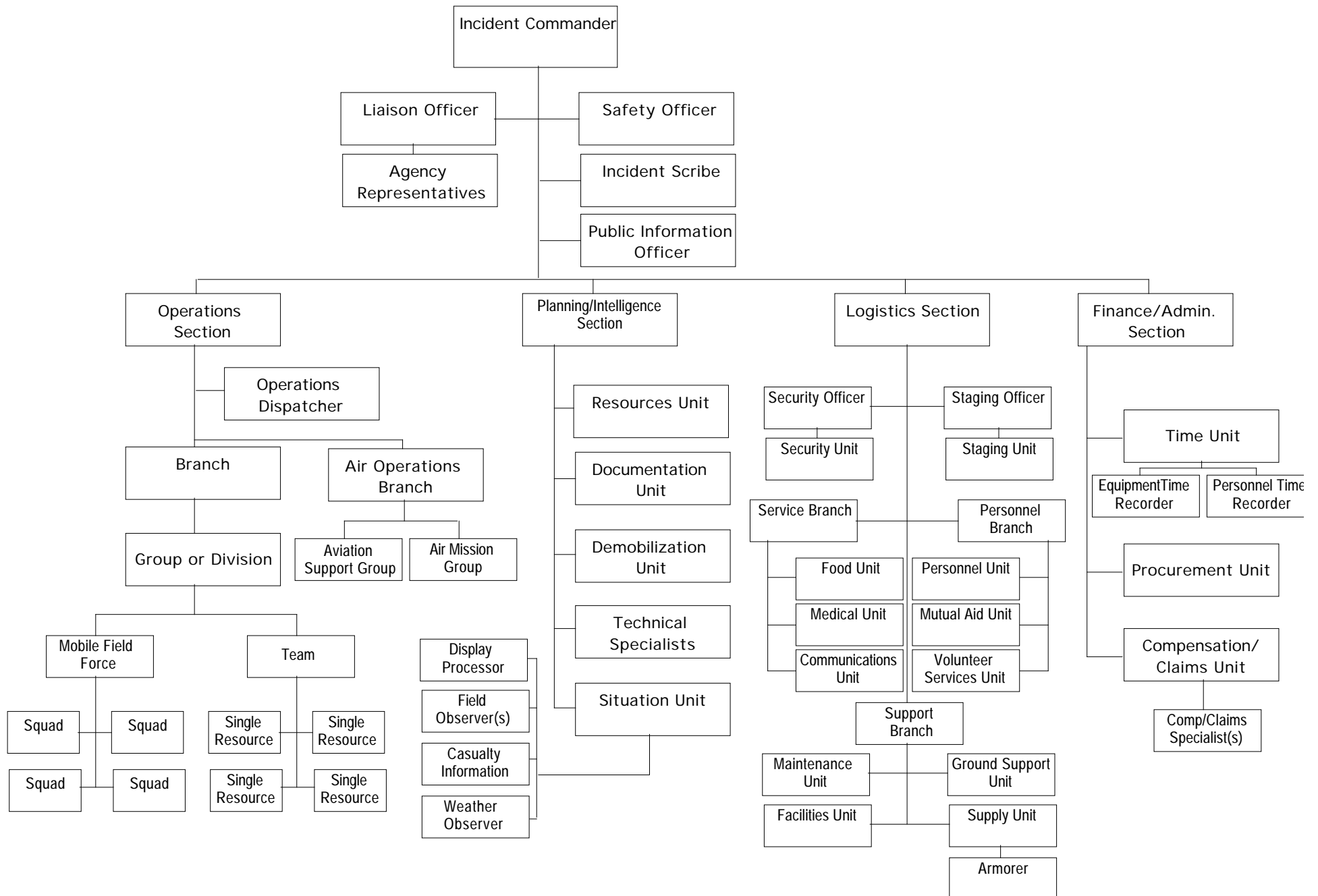
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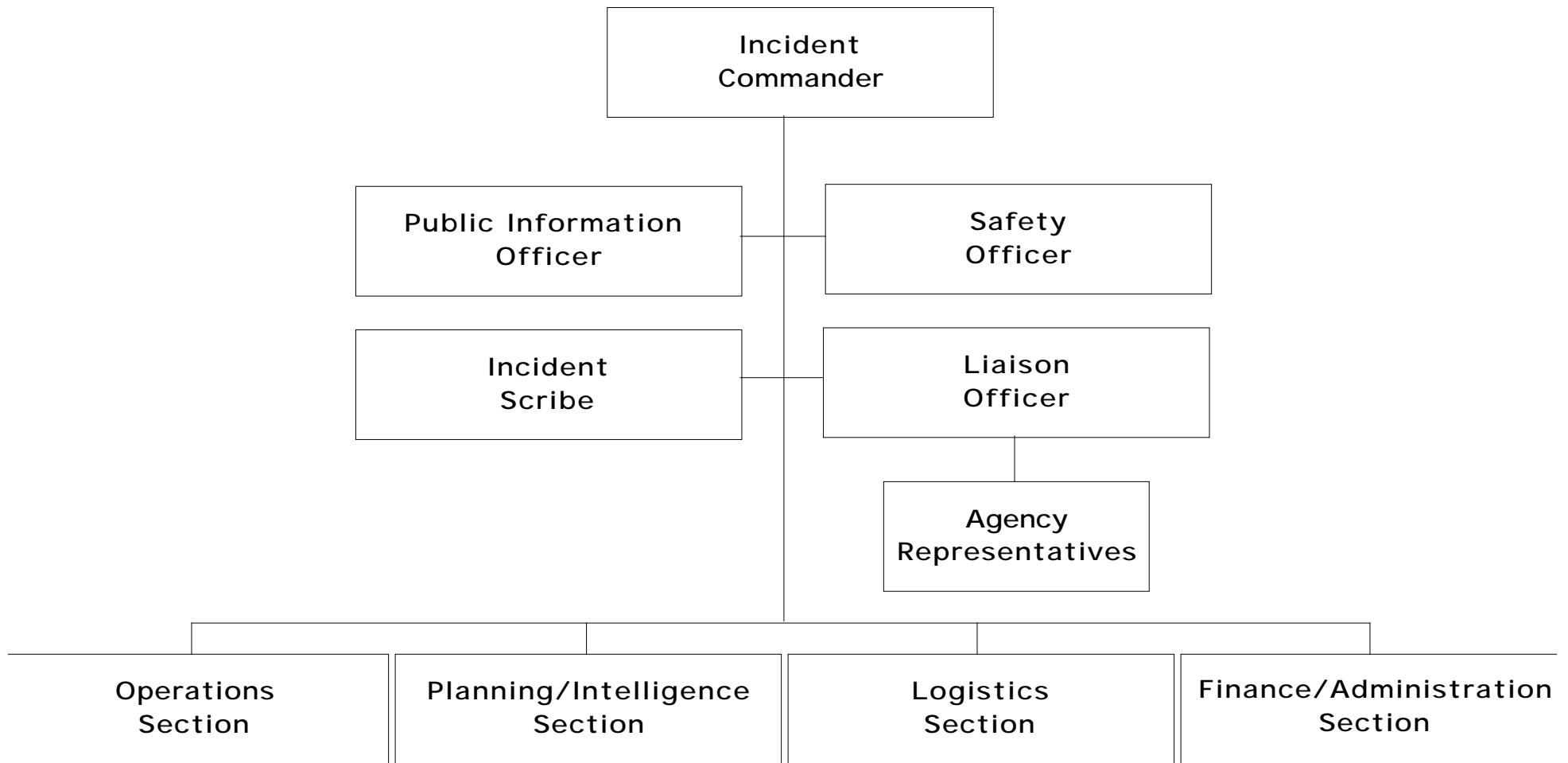
LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

ORGANIZATION CHARTS

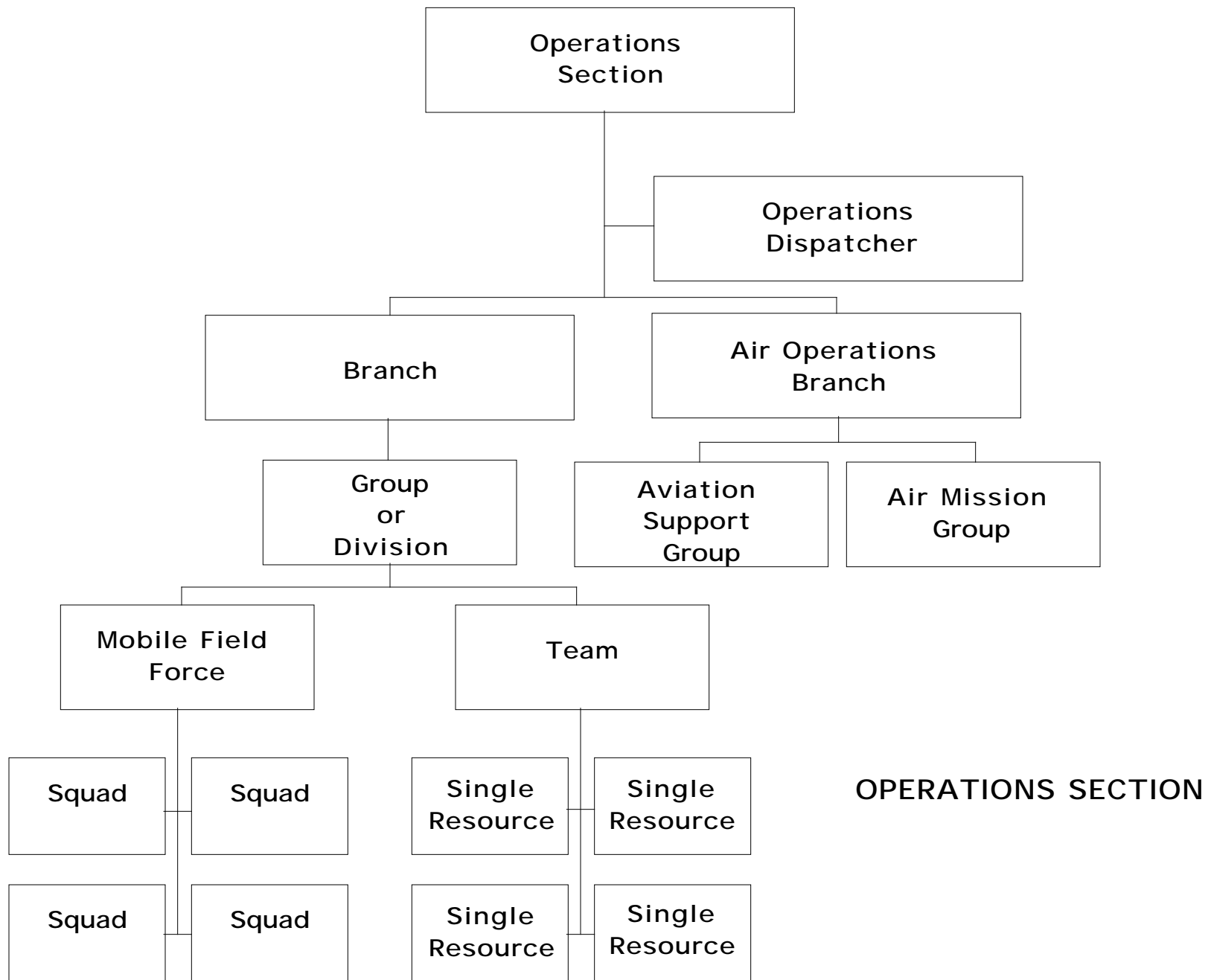
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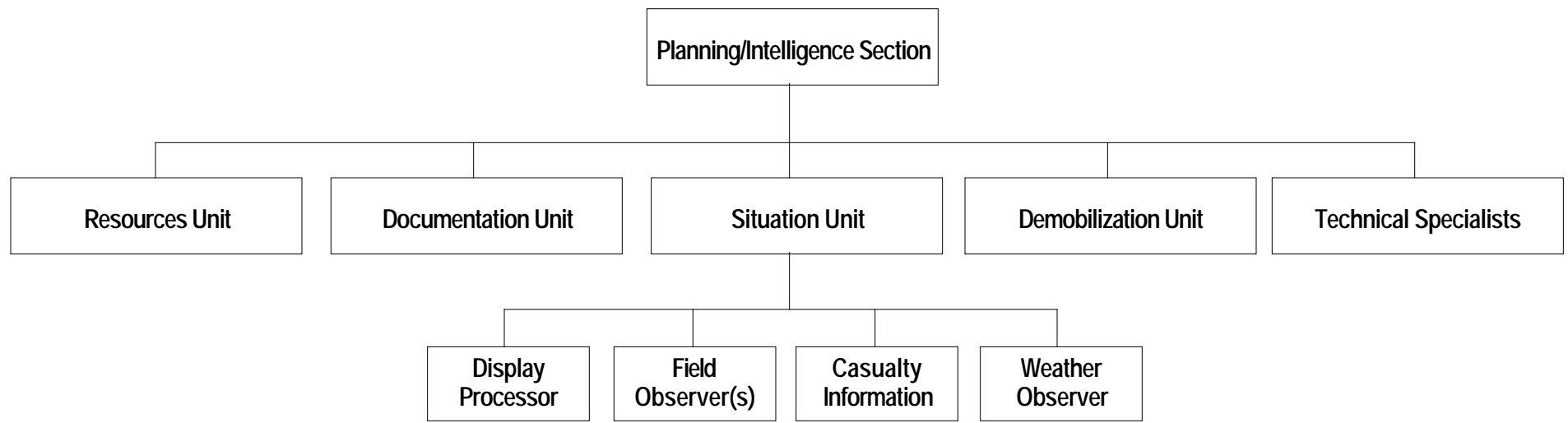
THE LAW ENFORCEMENT INCIDENT COMMAND SYSTEM: Overview



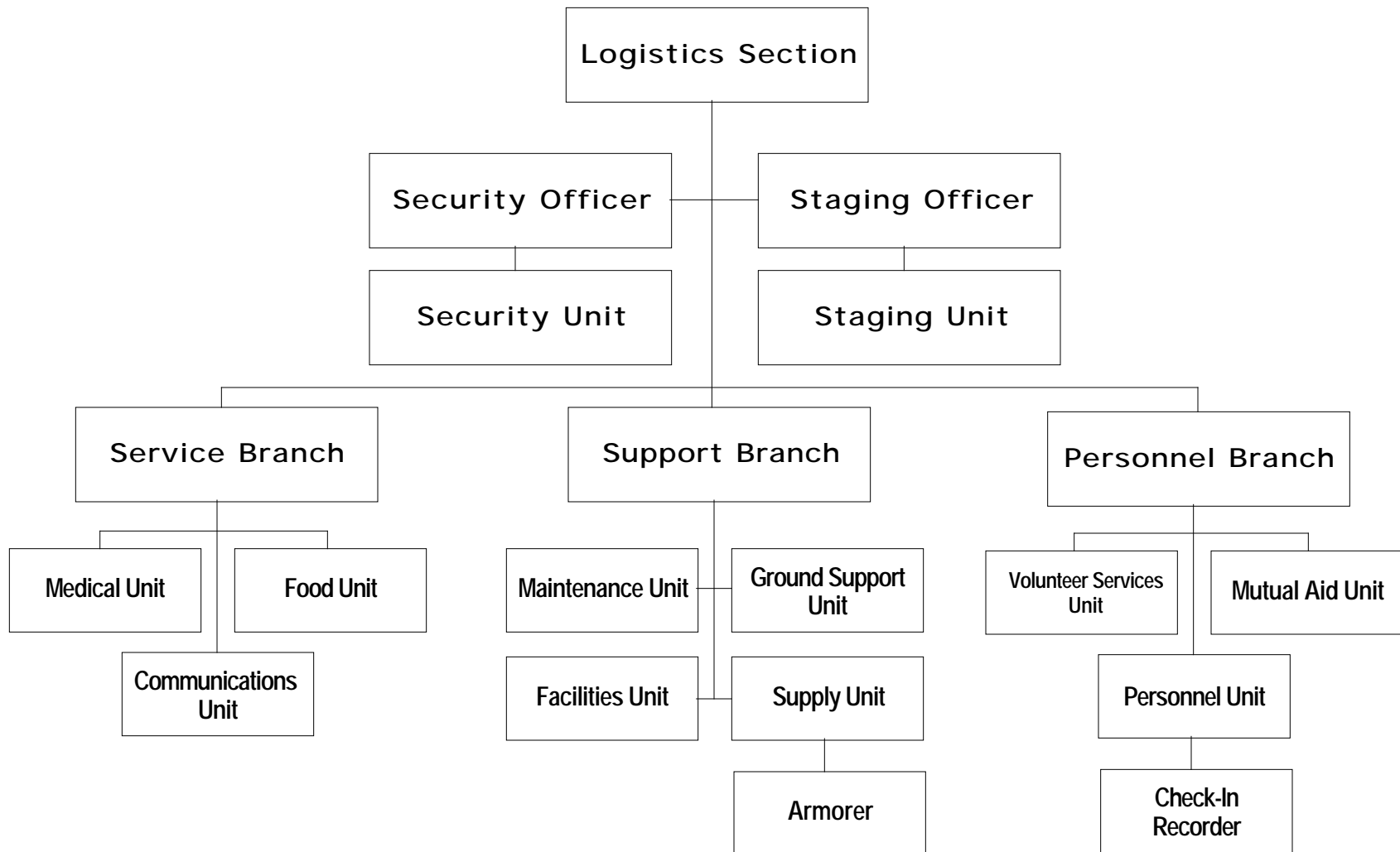


LAW ENFORCEMENT INCIDENT COMMAND SYSTEM: Command and General Staff

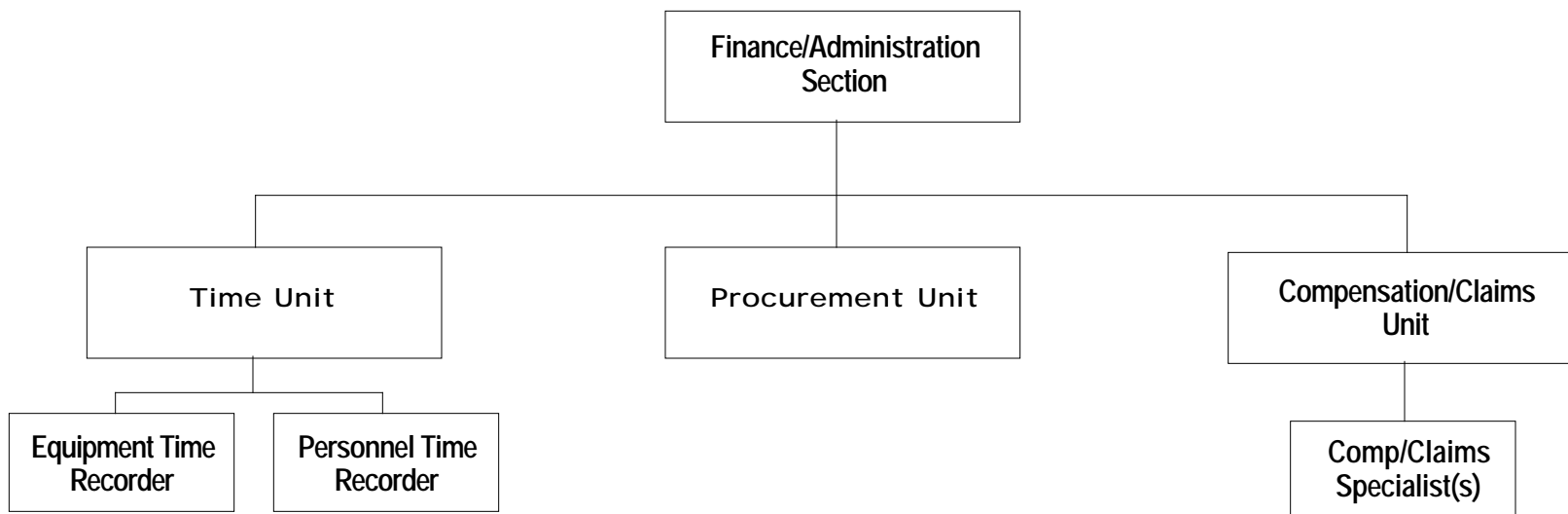




PLANNING / INTELLIGENCE SECTION



LOGISTICS SECTION



FINANCE / ADMINISTRATION SECTION

Notes

SECTION IV

MUTUAL AID RESPONSE MOBILE FIELD FORCE

Mutual Aid Response Mobile Field Force Concept

Purpose:

The purpose of this section is to describe the resource typing of law enforcement personnel (*for mutual aid purposes*) into a statewide standard configuration known as a *Mutual Aid Response Mobile Field Force*.

The Need for a Mutual Aid Response Mobile Field Force:

Emergency operations planning is best achieved in advance, anticipating needs that can arise during emergencies. One of the tools that has proven successful is the formation of Mutual Aid Response Mobile Field Force. A Mutual Aid Response Mobile Field Force is a regionally-organized, trained and equipped group of officers and supervisors, from a coalition of independent agencies that may be deployed to major emergencies with sufficient personnel strength to mitigate potential or real problems.

Development:

The Mutual Aid Response Mobile Field Force Concept has been developed to provide an efficient and effective method for assembling and deploying a platoon-size, tactical force for mutual aid missions within the State of California. Similar to the development of the fire service's concept of a *Strike Team*, the Mutual Aid Response Mobile Field Force is a specified combination of single resources assembled for a particular tactical need, with common communications and a leader.

The Mutual Aid Response Mobile Field Force Concept is based upon the initial work of several law enforcement agencies within California. In 1993, considerable

effort toward improving the Law Enforcement Mutual Aid Response Plan was undertaken. Incorporated in that plan was a suggestion that municipal law enforcement agencies within specified geographical areas form mutual aid response mobile field forces for duty in law enforcement mutual aid situations that affect geographical locations both within and away from the area which the response mobile field forces are drawn.

As a result of that suggestion, agreement was reached to commit participating departments' staff resources to develop the concept and proposal of multi-agency Mobile Field Force (MFF).

This law enforcement emergency response coalition formally established the joint-agency Mobile Field Force configuration, protocols, and standards. Since its inception, mobile field forces have been deployed successfully on numerous major incidents.

In 1997, the SEMS Law Enforcement Specialist Committee, under the guidance of the Governor's Office of Emergency Services, refined and adopted the Mobile Field Force Concept for statewide application. The operating, administrative, and fiscal guidelines presented in this text are provided as the *recommended State guidance* for the formation and operation of a Mutual Aid Response Mobile Field Force.

Operating Guidelines

Call-Outs/Activation:

The Mutual Aid Response Mobile Field Force should be made available for response pursuant to mutual aid agreements in the event of a natural disaster, civil unrest, or other major incidents, when:

- All available resources in the affected jurisdiction have been *reasonably* depleted; and,
- The normal delivery of police services have been significantly disrupted.

Utilizing the law enforcement mutual aid system, the request should be made to the Mobile Field Force OIC who should have the rank and commensurate authority to activate the Mobile Field Force.

Responses to regions outside the area of contributing agencies should be coordinated by the regional mutual aid coordinator identified by the Governor's Office of Emergency Services.

Member agency participation in the Mutual Aid Response Mobile Field Force is a cooperative agreement and is not bound by any contractual considerations.

Activation Protocol:

In the event of a Mobile Field Force activation request, contact should be made in the following order:

- Notification to the Operational Area Mutual Aid Coordinator.
- Concerned Agency Incident Commander, or department executive, who will notify their agency Mobile Field Force commander.
- The Mobile Field Force OIC will contact the Watch Commander at each of the participating agencies and advise of the Mobile Field Force activation. The Watch Commander should be advised of the assembly

point for the Mobile Field Force, the expected duration of the activation, and any other pertinent information.

- The Watch Commander of every participating agency will contact and provide the agreed number of personnel. Efforts should be made to assign personnel who have trained with the Mobile Field Force. If that is not possible, the Watch Commander will assign other personnel to meet that agency commitment.

After Action Reports:

After Action Reports should be completed by the Mobile Field Force OIC and forwarded to the Incident Commander immediately following an event for which the Mobile Field Force was activated. After Action Reports should be forwarded to the Chief Executive Officer of the contributing agencies and the Regional Mutual Aid Coordinator. The contents of the After Action Report should typically include:

- Synopsis of Events
- Personnel Deployed and Hours Worked
- Arrests (if any)
- Expenditures/Reimbursements
- Significant Problems Encountered
- Recommendations for Improvements

Communications:

Some member agencies may not have compatible radio frequencies. Communications methods and identification of usable radio frequencies will be necessary at the time of the formation of the Mutual Aid Response Mobile Field Force. Common communication ability is essential to the tactical success of a Mobile Field Force.

Mobile Field Force Kits:

Pursuant to the Mobile Field Force Concept, the participating agencies should collectively assemble mobile field force kits which will be basic to all responses. The kits will contain sufficient and appropriate equipment for

each Mobile Field Force. Mobile Field Force OICs will facilitate the assembly and warehousing of the field force kits. *See the standardized equipment lists in this section.*

Training:

Appropriate training is crucial to the maintenance of an effective Mobile Field Force. Training should be provided prior to activation of the Mobile Field Force, and should be conducted on a regular and frequent basis.

Every effort should be made to schedule training as close to the normal working hours of personnel assigned to the Mobile Field Force. This training can be POST certified.

Administrative Guidelines

Use of Force:

All officers' agency policies regarding the use of force shall remain in effect. However, the rapid escalation of appropriate less lethal devices e.g. chemical agents, ARWEN, Stingballs, or StunBags, should be considered, and if appropriate they should be used decisively and without hesitation. If sniping should occur, the Mobile Field Force or individual squads assigned to the area should respond to neutralize, apprehend or contain. If containment has been accomplished a Special Weapons Team should be requested.

Firearms:

Every officer assigned to a Mutual Aid Response Mobile Field Force shall carry and use a firearm in accordance with his/her department's policies and procedures. Any firearm carried by an officer while assigned to a Mutual Aid Response Mobile Field Force must be approved by his/her department, and minimum departmental standards for qualification must be met.

Officer-Involved Shootings:

The investigation of officer-involved shootings should be the primary

responsibility of the jurisdiction in which the incident occurred. Appropriate staff personnel from the involved officer(s) department may assist or conduct cooperative independent and/or joint investigations.

On-Duty Motor Vehicle Accidents:

If an officer assigned to a Mutual Aid Response Mobile Field Force is involved in a traffic collision while on duty, a detailed report will be completed by the jurisdictional agency. Copies will be forwarded to the officer's agency and the Mobile Field Force OIC for further review and necessary action. The involved officer will be responsible for any other requirements per his/her departmental policy.

Injuries Sustained On-Duty:

When an officer assigned to a Mutual Aid Mobile Field Force is injured on duty, the respective agency policy for on-duty injuries should be followed. In order to expedite immediate medical attention, every officer assigned to a Mutual Aid Response Mobile Field Force should supply his Mobile Field Force OIC with a packet containing the applicable forms and processing instructions.

Citizen Complaints:

Any complaint from an individual alleging misconduct by personnel assigned to a Mutual Aid Response Mobile Field Force will be directed to the Mobile Field Force OIC for immediate assignment and investigation. All complaints will be reviewed by the Mobile Field Force OIC. The Mobile Field Force OIC should immediately notify the involved officer's respective agency and provide all available information for whatever action is deemed appropriate.

It should be the policy of the mutual aid response mobile field forces to receive, record, and properly investigate all citizen complaints against assigned personnel without exception. All findings should be forwarded to the respective agency head for any necessary action to be taken.

Fiscal Guidelines

Payroll:

All officers, when assigned to a Mutual Aid Response Mobile Field Force, will be paid by their respective agency. It is the responsibility of the Mobile Field Force OIC to ensure that personnel record keeping has been coordinated with the Logistics Section (Personnel Branch) and the Finance / Administration Section (Time Unit).

Illness:

If an officer becomes ill while assigned to a Mutual Aid Response Mobile Field Force, sick time will be utilized in accordance with the respective agency's policy and procedure. Reporting of sick time will be made to the Mobile Field Force OIC who will notify the officer's agency to assure proper time-keeping and notification.

Overtime:

All overtime, if necessary, beyond normal shift hours should be approved in advance by the Mobile Field Force OIC. All assigned personnel should respond to call-outs as deemed necessary by the Mobile Field Force OIC.

Mutual Aid Response Mobile Field Force Organization

Configuration (State Standard):

The Mutual Aid Response Mobile Field Force (Platoon) consists of (4) 12-person squads, with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. *Minimum total personnel is 52.*

Rarely, can one department staff an entire Mutual Aid Response Mobile Field Force. Most often, the Mobile Field Force will consist of a coalition of personnel from several law enforcement agencies within an operational area.

The Mutual Aid Response Mobile Field Force can also be augmented with additional personnel, vehicles, or equipment depending on the mission.

The Mutual Aid Response Mobile Field Force configuration described here is considered to be the *State standard for mutual aid ordering purposes*. This configuration has been established to create a reference or "baseline" standard for ordering, providing, and/or receiving law enforcement personnel in a mutual aid situation.

Although law enforcement agencies are not required to configure or define their daily operations utilizing the State standard configuration, it is highly recommended that agencies use the agreed upon standard terminology and organizational structure for requesting or providing mutual aid. *Any deviation from the established standards should be identified at the time of ordering so as to facilitate efficient planning, logistical support, and deployment of resources.*

For example, if a jurisdiction needs a Mobile Field Force for civil unrest purposes, the requesting agency needs to identify that purpose at the time of ordering. This will help to ensure that the Mutual Aid Response Mobile Field Force is properly augmented with the

appropriate resources such as prisoner vans, counter-snipers, and less-lethal munitions.

In another instance, a requesting jurisdiction may need a Mobile Field Force for perimeter and traffic control around a huge wild land fire. In this case, it would be more advantageous to have two officers per vehicle in order to cover the largest possible area. Since the standard configuration is four officers per vehicle, the requesting agency should identify the need for deviation in the standard configuration at time of the initial request.

By establishing a standard Mobile Field Force configuration, LEICS overhead teams can accurately plan for, deploy, and support the logistical needs of mutual aid resources (i.e., how many people to feed and how many vehicles to stage and fuel).

Mobile Field Force Capability:

The Mutual Aid Response Mobile Field Force can be configured for a variety of mutual aid response needs, including civil unrest and large scale natural or human-caused disasters.

The Mutual Aid Response Mobile Field Force is capable of performing the following functions:

- Provide 12 (4-person) mobile patrols within an assigned area of responsibility.
- Provide approximately 20 traffic control posts.
- Provide approximately 12 roadblocks under civil disturbance conditions.
- Provide security for critical facilities.
- Provide 4 squad-sized crowd control elements with the ability to deploy chemical agents while not maintaining security of its own vehicles.
- Provide 3 squad-sized crowd control elements with the ability to deploy chemical agents while maintaining security of its own vehicles.
- Civil disturbance control.
- Limited first-aid capability.

- If implemented, mass arrest capability.
- If implemented, limited counter-sniper capability.

A Mobile Field Force may be augmented with two prisoner transportation vans in order to be fully effective in civil disturbance operations. A male/female deputy/officer combination assigned to each van may be beneficial to prisoner search and transportation needs.

NOTE: The Incident Commander should describe the Mobile Field Force's intended mission at the time it is requested, so that appropriate logistical support may be supplied at the time of deployment.

Personnel Commitment:

The personnel commitment from contributing agencies will need to be agreed upon in advance of the formation of the Mobile Field Force.

Duration of Deployment:

Initial deployment may vary, typically during extended operations, 12 hour shifts would be implemented. These shifts are usually 12 hours at the incident. Therefore, travel time should be taken into account in all cases. Fatigue, both mental and physical, is a critical factor and should be considered by the Incident Commander when developing deployment schedules.

MUTUAL AID RESPONSE MOBILE FIELD FORCE PERSONNEL

MOBILE FIELD FORCE LIEUTENANT (OIC)
 OFCR-DRIVER
 VIDEO (optional)
 OFCR-COUNTER SNIPER (optional)

MOBILE FIELD FORCE SERGEANT (Deputy OIC)
 OFCR-DRIVER
 VIDEO (optional)
 OFCR-COUNTER SNIPER (optional)

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The following section describes the duties and responsibilities of each member as well as the standard configuration of the Mutual Aid Response Mobile Field Force.

Standard Mobile Field Force Personnel:

The Mobile Field Force is normally led by a Lieutenant (OIC). The second in command is the Mobile Field Force Sergeant (Deputy OIC). The Mobile Field Force normally consists of four (12-person) squads, each commanded by a Squad Sergeant, and specified support personnel. This configuration can be modified by the Incident Commander to meet specific requirements of the situation. The standard State Mutual Aid Response Mobile Field Force will normally consist of 52 personnel, in a total of 14 *patrol vehicles (general purpose)*, organized as follows:

Mobile Field Force OIC (Lieutenant) - Commands the Mobile Field Force in the field. Once given a mission, he establishes the method to accomplish the mission. In

developing his/her plan, the OIC must remain within the policies established by the Incident Commander's Incident Action Plan.

Mobile Field Force Deputy OIC (Sergeant) - Is usually delegated the responsibility of equipment issuance and recovery by the Mobile Field Force OIC. For maximum personnel control, two squads can be assigned to the Mobile Field Force OIC and two squads can be assigned to the Mobile Field Force Deputy OIC.

Squad Sergeants - Acting under the direction of the Mobile Field Force OIC, the Squad Sergeant is responsible for the supervision of the 11 deputies/officers in his/her squad. The Sergeant should be assisted by two experienced deputies/officers as Car Commanders.

Car Commanders - The Squad Sergeant should select an experienced officer/deputy to act as Car Commander for the other two cars in his/her squad. The Car Commander assists the Squad Sergeant in the direction of the squad.

Officers/Deputies - Perform line functions as directed by their Squad Sergeants or Car Commanders.

Linebackers - Each squad should have two trained deputies/officers which will give the squads the ability to deploy less lethal devices and chemical agents. In squad formation, these deputies/officers should normally fill the position of linebackers and be equipped to deploy such devices and agents.

Optional Mobile Field Force Personnel:

The following personnel can be added to a Mobile Field Force based on mission requirements.

Video Camera - Two authorized civilians or officer/deputy personnel should be trained and equipped with video camera capabilities. *Although this is an optional position, it is highly recommended that this position be staffed.*

Counter-Sniper - Staffing of this function is discretionary based on agency policy concerning counter-sniper tactics. Two officer/deputy personnel should be trained in the use of an appropriate shoulder weapon (rifle). It is recommended that one officer/deputy be assigned to the Mobile Field Force OIC and the second officer/deputy be assigned to the Mobile Field Force Deputy OIC. Deployment of the rifles should be a specific responsibility of the Mobile Field Force OIC. The counter-sniper's purpose is to provide longer range fire capability for sniper situations, pending the arrival of a Special Weapons Team.

Prisoner Transportation Team-

Two vans with two deputies/officers each. A male/female officer/deputy combination assigned to each van may be beneficial to prisoner search and transportation needs.

Mutual Aid Response Mobile Field Force Member Equipment

Each member of the Mobile Field Force should be equipped as follows:

- Department Authorized Handgun and Ammunition
- Complete Field Officer Equipment Belt (Sam Browne)
- Helmet with Face Shield
- Baton or Approved Impact Weapon
- Ballistic Protective Vest
- Chemical Agent Mask
- Flashlight (with extra batteries)
- Flex Cuffs (4 minimum, squad officers/deputies only)

The Mobile Field Force OIC or Deputy OIC should be responsible for conducting a personnel inspection and equipment inventory prior to deployment.

Mutual Aid Response Mobile Field Force Equipment:

The following section describes the equipment recommended for an entire Mutual Aid Response Mobile Field Force.

MUTUAL AID RESPONSE MOBILE FIELD FORCE EQUIPMENT LIST

Minimum Standard Equipment

Vehicles:	
Patrol Vehicles, General Purpose	14
Radios:	
Portable Handheld Radios	16
Extra Batteries for Radios	16
One portable radio per vehicle, plus an additional radio for the Mobile Field Force Lieutenant (OIC) and the Mobile Field Force Sergeant (Deputy OIC).	
Weapons:	
Handguns (1 per officer)	52
Shotgun (1 per vehicle)	14
Additional Ammunition:	
12 Gauge	350 rounds
12 Gauge Rifled Slugs	140 rounds
Handgun Ammunition	700 rounds
Emergency Equipment:	
Dry Chemical Fire Extinguisher (5 lb., 1 per vehicle)	14
First Aid Kit (Large Trauma Type)	1
Road Flares (4 boxes per vehicle)	56
Blankets (2 per vehicle)	28
Tactical Equipment:	
Map (one per Sgt. & Lt., and each van)	8 minimum
Binoculars	2
Bullhorn (in Mobile Field Force OIC's vehicle)	1
Administrative Supplies:	
OES Law Enforcement Guide for Emergency Operations (1 per vehicle)	14
LEICS forms (at least one complete set per Squad Sgt., OIC, and Deputy OIC)	6 sets min.
Gasoline Credit Card (Mobile Field Force OIC's vehicle)	1
"Police/Sheriff's Line" Tape (1 roll per Sgt.)	5 rolls

Recommended Additional Equipment

Prisoner Field Booking and Transportation:

Prisoner Transportation Vans	2
Polaroid Camera (with film for 200 pictures for each camera)	2 (one for each van)
Flex Cuffs (serialized) (4 per each ofcr/deputy assigned to a squad)	176

Video Equipment:

Video Camcorder	1 minimum
Charged Video Camera Batteries	2 minimum
Blank Video Tapes	2 minimum

Counter-Sniper Equipment:

Rifles	2
Rifle Ammunition	120 rounds

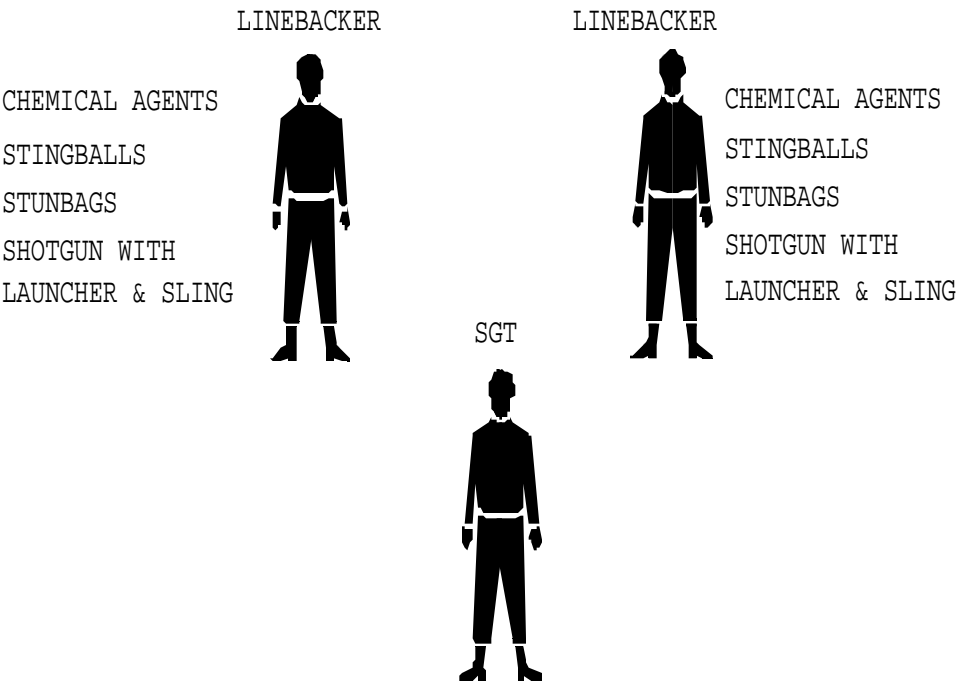
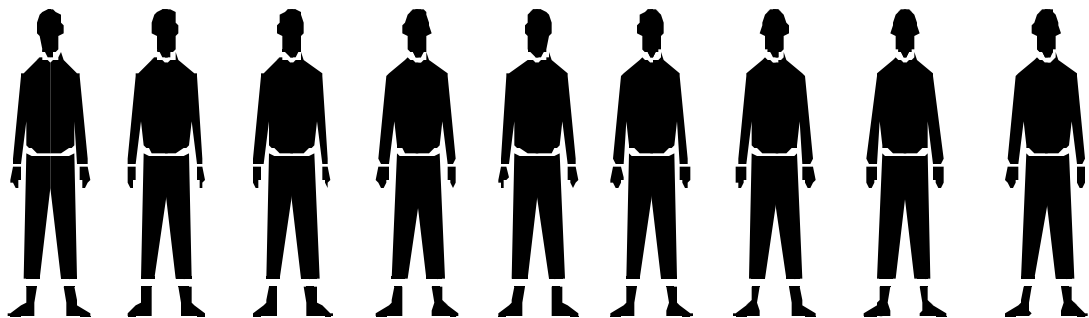
Less-Lethal Equipment and Munitions:

Chemical Agent Masks	52
37mm Gas/Less Lethal delivery weapon	1
Shotguns equipped with sling (2 per squad; minimum one with launcher)	8
Gas Vest and/or pouch (2 per squad and assigned to gas trained personnel)	8
Launching Cartridges	24
Launchable Canisters	24
Triple Chaser Type Canisters	24
Baseball Grenades	24
Blast Dispersion Type Grenades	24
StingBall Grenades (30 per squad)	120
StunBags (150 per squad)	600

NOTE: In the interest of flexibility, it is recommended that a Mobile Field Force be supported by two vans. These vans may be used for prisoner transportation, equipment storage and security, or as a command post vehicle depending upon the circumstances.

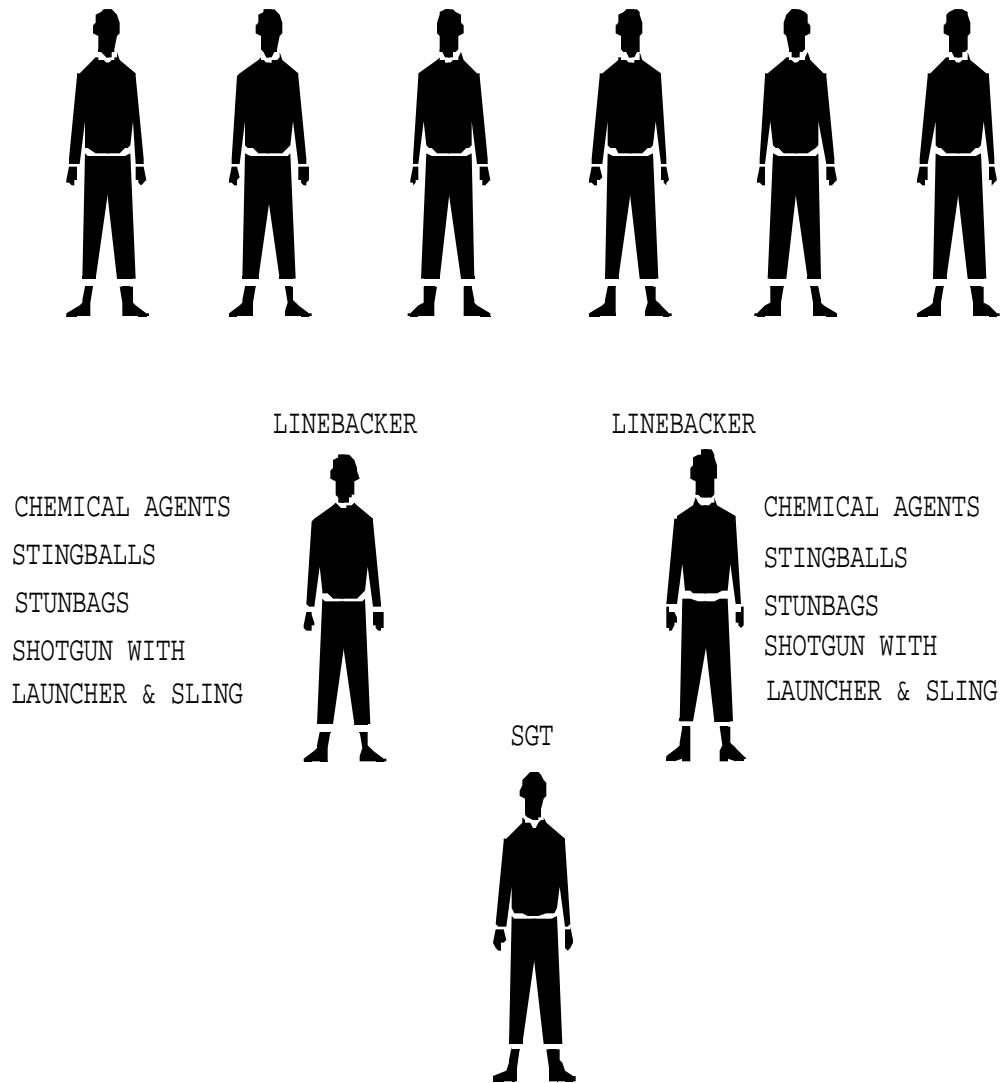
CROWD CONTROL SQUAD FORMATION

Squad formation with drivers:



CROWD CONTROL SQUAD FORMATION

Squad formation without drivers:



SECTION V INCIDENT ACTION PLAN (OPERATIONS PLAN)

The *Incident Action Plan (IAP)* may also be referred to as an "Action Plan" or "Consolidated Action Plan." The Incident Action Plan developed at the field response level contains objectives reflecting the overall incident strategy, and specific tactical actions and supporting information for the next operational period. The plan may be verbal or written.

It is important that all incidents have some form of Incident Action Plan. The plan is developed around a duration of time called an "Operational Period." It sets forth the objectives to be achieved and describes the strategy, tactics, resources and other support necessary to achieve the objectives within the designated operational period.

Incident Action Plans will vary in content and form depending on the nature and size of the incident. ICS provides for the use of a systematic planning process and provides forms as well as formats for developing the Incident Action Plan. (See *LEICS Forms in ANNEX C*)

Small incidents do not require elaborate Incident Action Plans. Most short-term, single agency incidents do not require written Action Plans. Listed below are general guidelines for determining when written plans should be developed:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- Written plans are required by agency policy.

For incidents operating under a Unified Command, the Incident Action Plan should be written. This provides all agencies with a clear set of objectives, actions and assignments, and ensures a unified focus of effort. *SEMS requires that agencies operating under Unified Command develop and implement a singular, common Incident Action Plan.*

INCIDENT ACTION PLANNING AND OPERATIONS PLANNING

It is important to define the relationship between these two processes to ensure uniformity and inter-agency coordination; particularly in events or incidents involving multiple agencies and disciplines.

It is common for law enforcement agencies to engage in more detailed contingency operations planning activity for scheduled events or anticipated incidents. Such events could be annual parades, sporting events, concerts or festivals. Operations planning can also occur based on intelligence reports which indicate a strong likelihood that an incident will take place; such as a demonstration, civil unrest, or other related incident.

Although the most common use of Operations Plans are for known or anticipated events or incidents; they may also be developed during an incident response. For this to occur, the Incident Commander must thoroughly understand the agency's priorities and overall objectives for the incident. This information should be obtained from the current Incident Action Plan.

An "agency specific" Operations Plan is particularly valuable in Unified Command incidents, where multiple

agencies are operating under a single Incident Action Plan. The Operations Plan can focus on policies and procedures specific to individual agencies responsible for a designated mission or objective(s).

It is important to note that fully developed Incident Action Plans are used by many agencies as an "Operations Plan." In these instances a separate Operations Planning document is not necessary. Incident Action Plans which follow SEMS guidance may include the following planning areas:

- Overall Objectives & Priorities
- Incident Objectives
- Organization Chart
- Assignment Lists
- Resources Plan
- Communications Plan
- Medical Plan
- Facilities Traffic Plan
- Safety Plan
- Demobilization Plan

Note: The contents of the Action Plan will vary based on the scope of the Incident

These specific areas provide direction and guidance for the command and supervisory structure and their corresponding field units. It is important to note that LEICS Forms should be used in the completion of the Incident Action Plan as required. (See ANNEX C):

- **Overall Objectives:** These are initial operational objectives which can either be established by agency executives and implemented by the Incident Commander, or established and implemented on-scene by the Incident Commander. They are typically broad in scope and based on early situation reports emanating from the incident. An example of an overall objective for law enforcement could be, "To ensure the safety and security of the affected population." USE LEICS FORM 202

- **Incident Objectives:** Incident objectives are more specific in nature and are intended to provide tasking for individual field units. Incident Objectives are outcomes of Action Planning Meetings held on-scene. Action Planning Meetings are convened by the Incident Commander who provides the command structure with the overall objective for the incident and then identifies and assigns, in conjunction with the command structure, specific incident objectives to appropriate field units. Action Planning Meetings can take place at established ICPs or initially around a patrol vehicle on-scene. Meetings should be brief and concise. An example of an incident objective could be, "To evacuate all residents in Sector #3 within 5 blocks of the river, before 6PM today." Another example might be, "To set up and maintain security checkpoints along River Drive at Elm, Maple, and Spruce Avenues, until 6PM tomorrow." USE LEICS FORM 202

- **Organization Chart:** If the Action Plan is written, it should include an Organization Chart which identifies the Incident Command elements activated for the incident or event. It is traditionally structured hierarchically, and includes the Incident Commander, Command Staff, General Staff sections, and activated branches, groups, task forces, or units. USE LEICS FORM 207

- **Assignment Lists:** Field assignment lists may be developed *initially* by the Incident Commander, Section OICs or Group/Unit OICs. They are lists of personnel assigned to specific positions within the Incident Command. Assignment lists may also be developed to identify branch personnel tactically deployed at specific sites. Once developed, all assignment lists should be maintained by the

Personnel Branch in Logistics. USE LEICS FORM 204

- **Resources Plan:** A brief description of resources required to perform each Incident Objective. The Resources Plan may also include details on staging area locations, resources staged and status of key resources ordered. The Resources Plan is prepared by the Logistics Section in close coordination with the Operations Section OIC, Branch OICs and Mobile Field Force OICs. USE LEICS FORM 215
- **Communications Plan:** Briefly describes logistical procedures for issuance, use, maintenance, and check-in of communications equipment. It also lists primary and secondary or tactical frequencies to be used. This plan is usually developed by the Communications Unit in Logistics. It is generally included in the operations briefing for incident personnel prior to deployment. USE LEICS FORM 204, Section 10
- **Medical Plan:** Briefly describes procedures for first aid or other medical treatment for *personnel assigned to the incident* in the event of injury or illness. This plan is usually developed by the Medical Unit in Logistics. These procedures are generally included in the operations briefing for incident personnel prior to deployment. USE LEICS FORM 201, Section 8
- **Facilities Traffic Plan:** Briefly describes traffic patterns in and out of the Incident Command Post. Patterns must be based on the physical layout of facilities in and around the ICP. This plan must also consider traffic patterns for staging if the Staging Area is co-located with the ICP. This plan is usually developed by the Facilities Unit in the Logistics Section. It is generally included in the operations briefing for incident

personnel prior to deployment. NO SPECIFIC FORM - Attach Traffic Plan to LEICS FORM 202

- **Safety Plan:** A Brief update on existing or potential safety hazards associated with the incident. The Safety Plan focuses on reducing hazards through the use of proper procedures and encourages supervisors to be vigilant in detecting and correcting unsafe conditions. In most incidents a Safety Officer prepares the Safety Plan with the approval of the Incident Commander and ensures that pertinent information is included in operations briefings for incident personnel. In some law enforcement incidents, the *Safety Function* may be assigned to an Operations or Logistics OIC. While it is recognized that most law enforcement field operations may be hazardous in nature, the safety function can reduce unsafe conditions to the extent possible through the use of proper procedures and awareness. NO SPECIFIC FORM - Attach Safety Plan to LEICS FORM 202
- **Demobilization Plan:** Outlines the specific procedures for demobilization of incident personnel. The Demobilization Plan is prepared by the Demobilization Unit assigned to Planning Intelligence. Close coordination is required with Operations and Logistics to determine current and projected staffing needs as the incident progresses. Timing is a critical part of the demobilization process. NO SPECIFIC FORM

ELEMENTS OF A COMPLETED WRITTEN INCIDENT ACTION PLAN

A completed written Incident Action Plan typically consists of the following:

- LEICS FORM 202 "Incident Objectives"
- LEICS FORM 203 "Organization Assignments"

- LEICS FORM 204 "Division/Unit Assignments"
- Support Material such as:
 - Maps
 - Communications Plan
 - Medical Plan
 - Traffic Plan
 - Safety Plan

COMPREHENSIVE OPERATIONS PLANS

As indicated earlier, law enforcement agencies may desire to utilize *operations plans* that are more "specific" to internal policies and procedures. In these situations it is important that operations plans are based on common action planning objectives, thus ensuring consistency and coordination between all agencies and disciplines involved in the response.

While there are several acceptable formats for developing agency-specific operations plans, this guide illustrates one model presently in use by some agencies. This format utilizes the "five-paragraph" concept described as follows:

Situation

Give a brief description of the situation. Describe the incident or event which requires intervention to include any aggravating or mitigating factors. Describe the organization of supporting agencies, both law enforcement and others involved in the operation.

This component should be a brief overview of the circumstances. If more detailed information is desired, it should be included in a separate annex, usually an "Intelligence Annex".

Generally, this paragraph establishes the Who, What, Where, When and Why of the problem. A clearly articulated situation paragraph is critical to the development of the rest of the plan and essential to provide situation briefings to the executives who are responsible for

determining the posture of the organization relative to the event.

Mission

The mission is determined by the Incident Commander after receiving a situation briefing. The statement should clearly define the goal of the department in as concise a manner as possible. If there is more than one mission involved, there must be a priority established and stated.

The most effective mission statements do not involve a significant departure from normal department operational concepts. The mission statement is critical because it provides the foundation and focus for all subsequent planning.

Concept Of The Operation

This paragraph is best described as the written intent of the Incident Commander relative to the conduct of the operation. It is best when it projects the event in chronological order from the briefing through critique and demobilization. Specific mission assignments are not made in this paragraph. For example, the establishment of traffic control posts must be discussed, however, the unit assigned to staff those posts is not designated here.

The following topics are critical to the operation and demand full explanation in this section:

- Arrest Policy
- Use of Force Policy
- Rules of Engagement
- Decisions reserved for the Incident Commander or designee

Execution

This paragraph is used to make specific assignments to all units involved in the operation. Each element must be identified and assigned a specific mission in the operation. Failure to make these assignments leads to confusion and can

often mean that an element is not committed at a critical time allowing the entire mission to fail.

A subparagraph titled “Coordinating Instructions” may be included if any areas requiring coordination are needed. examples may include instructions for communications, briefings and assignments for supporting and/or mutual aid units.

Completing the execution paragraph is often a complex and confusing task. The planner must take care to ensure that there is no duplication of assignments or conflicts requiring one unit to perform conflicting tasks while ensuring that all essential tasks are completed.

EVENT MATRIX

UNIT \ EVENT	Command Post	Site Security	Traffic Control	Public Works Liaison	Crowd Control	Fire Liaison	Logistical Support	Evacuation
Unit 1	0900				1000			
Unit 2	0800	0900	0900					
Unit 3	0900				1000			
Unit 4	0900				1000			
Unit 5	0900							
Unit 6	0800						0900	
Unit 7	0900				1000		1200	

The figure above is an example of an event matrix that has proven effective in the completion of the execution paragraph. It is used in addition to the written instructions and provides a quick reference to assignments that have been made and also serves as a check to ensure that there is no duplication of effort in the execution phase.

Completing the matrix is fairly simple, with significant events related to the operation being listed in chronological order across the top boxes (one event per

box) and the involved units listed in the boxes along the left side of the matrix. A note is made in the intersecting boxes as events are assigned to units (refer to example). This note may be a time or simply a check mark if the event is not time-critical. Each row and column must have some notation upon completion of the matrix, or if an event has not been assigned, or a unit has no assignment.

During the conduct of operations, questions arise relating to events or assignments for units. Rather than having to find the answers in the narrative portion of the plan the Incident Commander or his designee may use the matrix to quickly find the answer and save time in the proper execution of the plan.

Administrative Instructions

This paragraph addresses any administrative announcements that are necessary to make the operation work. For large operations, a separate logistics annex or plan may be produced. However for smaller operations, logistics questions are addressed within this paragraph.

Typical to this paragraph are the following topics:

- Reporting Instructions
- Uniform Requirements
- Timekeeping/Fiscal Reporting
- Medical Support
- Communication Issues
- Feeding of Personnel
- Location of Incident Facilities

The five paragraph operations plan discussed above has been effective in all types of operations for many years. It is not difficult to produce and provides a thorough plan with which to conduct operations. Once the plan is written, it must be approved by the Incident Commander or his superior, briefed to all concerned personnel and disseminated in a timely manner.

SUMMARY

A comprehensive Incident Action Plan is an important component of a successful and effective incident response. The Incident Commander must ensure that the initial planning meeting is convened as soon as possible, and that the incident planning process is initiated and maintained by the Planning Intelligence OIC.

If an agency specific *Operations Plan* is utilized, it should be consistent with overall incident objectives identified in the *Incident Action Plan*.

ANNEX A

GLOSSARY OF TERMS

Definitions of terms used in this publication:

A

Action Planning: Consideration of strategies and tactics developed by General and Command Staff personnel for incident control operations and for services and support required; this is a continuing process for the duration of the emergency incident. See also Incident Action Plan.

Aerial Reconnaissance: An aerial assessment of the emergency impacted area which includes: geographic extent of damage, potential hazards, facilities site selection, other information related to the emergency.

Agency: Any government organization that takes part in and/or provides resources in an emergency incident.

Agency Representative: Individual assigned to an emergency incident from an assisting or cooperating agency. Agency representative(s) have delegated authority to make decisions on matters affecting that agency's participation in the emergency incident. Agency Representatives report to the Liaison Officer (LNO).

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

Air Mission Group OIC: The Air Mission Group OIC is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an

incident. The Air Mission Group OIC reports to the Air Operations Branch OIC.

Air Operations Branch OIC: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an emergency incident but have yet to complete check-in procedures.

Area Command: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. See also Unified Command.

Assigned Resources: Resources checked-in and assigned work missions in an incident.

Assisting Agency: An agency directly contributing support or service resources to another agency.

Available Resources: Resources checked-in and available for a mission assignment.

Aviation Support Group OIC: The Aviation Support Group OIC is primarily responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. This includes providing (1) fuel

and other supplies, (2) maintenance and repair of aircraft, (3) keeping records of aircraft activity, and (4) providing enforcement of safety regulations. Helicopters during landing and take-off and while on the ground are under the control of the Aviation Support Group's Helibase or Helispot Managers. The Aviation Support Group OIC reports to the Air Operations Branch OIC.

B

Base: The location at an incident at which the primary logistics support functions are coordinated and conducted. (Incident name or other designator may be added to the term "Base"). The Incident Command Post may also be collocated with the Base. Usually there is a single Base per emergency incident.

Branch: The organizational level within ICS having functional responsibility for major segments of incident operations.

Branch OIC: The officer assigned functional OIC responsibility at the branch level. Other ICS disciplines may refer to this position as Branch Director.

C

Camp: A designated site within the general incident area separate from the Base, but staffed and equipped to provide subsistence and personal services for incident response personnel.

Casualty Collection Point (CCP): A designated location within the incident area for the assembly, triage (sorting), medical stabilization, and subsequent evacuation of casualties. It may also be used for the assembly of incoming medical resources (doctors, nurses, supplies, etc.). The site should be adjacent to or include open areas suitable for helicopter operations.

Casualty Information: A member of the Situation Status Unit responsible for establishing and providing a central

location for documenting all incident related casualties.

Chain of Command: A series of management positions in order of authority.

Check-in: The process whereby resources first report to an incident. *See Section III of this guide for details.*

Chemical Agent/Gas Team: A peace officer specially trained according to POST standards and equipped to deliver chemical irritant agents in outdoor situations and within structures.

Clear Text: The use of plain English in telecommunications transmissions; no "Ten Codes" or agency specific codes are authorized when using Clear Text.

Closed Area(s): A portion or all of the involved area and/or surrounding area which presents a hazard or law enforcement problem requiring some form of restriction. The perimeter of the closed area may be smaller or larger than the perimeter of the actual involved area.

Command: The act of directing, and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post: (See Incident Command Post).

Command Staff: The Command Staff usually consists of the Public Information Officer, Deputy Incident Commander, Liaison Officer, Safety Officer and/or other Specialists who report directly to the Incident Commander.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Communications Unit OIC: A member of the Services Branch staff responsible for supervision of unit personnel, to develop plans for effective use, distribution, and maintenance of incident communications equipment and facilities.

Compensation / Claims Unit: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

Cooperating Agency: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross, telephone company, etc.).

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for the selection and use of available resources to meet stated objectives. The coordination process does not involve dispatch actions. Personnel responsible for coordination may perform command or dispatch functions within parameters established by specific agency delegation, procedure, or legal authority

Coroner: A trained specialist having statutory authority to perform the duties of the Coroner of the County.

Critical Facility / Service: Any facility or service posing unusually high risks to public health and safety in the event of damage, malfunction or disruption. Examples of critical facilities and services include: communication systems, public utilities, hospitals and clinics, fire stations, police stations, public works facilities, transportation infrastructure, shelter sites, and drinking water systems.

Critical Incident Stress Debriefing: A formal, yet open, discussion of incident events which is specifically directed to emergency response personnel to resolve the emotional aftermath of the incident.

D

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional unit within the Planning/Intelligence Section responsible for assuring orderly, safe and efficient demobilization of incident or EOC assigned resources.

Department Operations Center (DOC): A facility used by a distinct discipline, such as flood operations, law enforcement, fire service, medical, hazardous materials, or a unit, such as Department of Public Works, or Department of Health. DOCs may be used at all SEMS levels above the field response level depending upon the requirements of the emergency.

Deputy Incident Commander: A member of the Command staff assigned duties by the Incident Commander; who, in the absence of the Incident Commander assumes command of the incident.

Disaster: A sudden calamitous emergency causing great damage, loss or destruction.

Disaster Service Worker: Any natural person who is registered with a disaster council or the State Office of Emergency Services for the purpose of

engaging in disaster service pursuant to the California Emergency Services Act without pay or other consideration. Includes public employees and also includes any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his/her duties.

Dispatch: The ordered movement of a resource or resources to an assigned tactical mission or an administrative move from one location to another

Dispatch Center: A facility from which resources are directly assigned to an incident.

Division: The organization level responsible for operations within a defined *geographic area*. (compare Division to "Group").

Division or Group OIC: The position title for individuals responsible for command of a Division or Group at an Incident.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

E

Emergency Alert System (EAS): Information disseminated to the public by official sources during an emergency, using broadcast and print media. *EAS has replaced EBS as of January 1997.* EAS includes:

- Instructions on survival and health preservation actions to take (what to do, what not to do, evacuation procedures, etc.).
- Status information on the disaster (number of deaths, injuries, property damage, etc.).

- Other useful information (state/federal assistance available).

Emergency: Any incident(s), human-caused or natural, that requires responsive action to protect life or property.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Essential Facilities: Facilities that are essential for maintaining the health, safety, and overall well-being of the public following a disaster (e.g., hospitals, police and fire department buildings, utility facilities, etc.). May also include buildings that have been designated for use as mass care facilities (e.g., schools, churches, etc.).

Event: A planned, intended non-emergency activity. ICS can be used as the management system for a wide range of events such as parades, concerts, or sporting events.

F

Facilities Unit OIC: Supervises Facilities Unit within the Support Branch of the Logistics Section at the SEMS Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc. If the Support Branch is not activated then the Facilities Unit OIC reports to the Staging Officer.

Field Booking Team: A team of officers that will respond to field incidents and set up a booking site to facilitate the booking process and transportation of those arrested. The size of the team depends upon the nature of

the incident and number of arrests expected.

Field Kitchen: A self-contained mobile facility for the preparation and serving of meals under varied conditions of weather and terrain, capable of preparing hot or cold meals for transport to remote feeding locations. Usually operates under the Food Unit OIC, within the Service Branch of the Logistics Section.

Finance/Administration Section: A part of the general structure of the incident command system activated on long duration incidents, responsible for cost accounting and financial analysis of the incident. At the incident the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

Finance/Administration Section, Officer-In-Charge (OIC): A member of the general staff, responsible for the supervision of group and unit personnel, coordinating the cost and financial analysis of the incident. Reports directly to the Incident Commander.

First Aid Station: A location within a mass care facility or casualty collection point where first aid is administered to disaster victims.

Food Unit OIC: A member of the Services Branch Staff responsible for supervision of unit personnel, coordinating feeding requirements at all incidents facilities.

Function: Function refers to the five major activities within the ICS: Command, Operations, Planning/Intelligence, Logistics and Finance/Administration. These same five functions are also performed at all SEMS EOC levels. At the EOC the term Management replaces Command. The term function is also used when describing an activity, e.g., "the logistics function".

G

General Staff: The primary group of incident management personnel comprised of:

- The Incident Commander
- The Operations OIC
- The Planning/Intelligence OIC
- The Logistics OIC
- The Finance/Administration OIC

Grounds Support Group OIC: A member of the Support Branch Staff responsible for transportation of personnel, supplies, food and equipment; the fueling, service, maintenance and repair of vehicles and equipment used in the incident.

Group: Groups are established to divide the incident into *functional* areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See "Division" for comparison)

Group OIC: A member of the Operations Section Staff, who is responsible for the implementation and assignment of resources for a specific mission or function and reporting on the progress and status of resources within the group. The Group OIC has complete tactical control and supervision of the resources and personnel which are performing the assigned mission, is under the direction of the Operations Section OIC.

H

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

I

Incident: An occurrence, natural or human-caused that requires an emergency response action to protect life and/or property.

Incident Action Plan (IAP): A written document containing general objectives reflecting the overall strategy and specific action plans for the use of responding forces. The Incident Action Plan may have a number of attachments which support the operational strategy and tactics.

Incident Base: That location at which the primary logistics functions are coordinated and performed (Incident name or other designator will be added to the term "base"). The incident command post may be collocated with the base. There should be one designated base per incident.

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command Post (ICP): The field location at which the primary incident command functions are performed. Formerly referred to as the *Field Command Post (FCP)*.

Incident Command System (ICS): The nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Information Officer: See Public Information Officer.

J

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

L

Law Enforcement Incident Command System (LEICS): The Incident Command System modified to reflect specific operating requirements of law enforcement. See also Incident Command System.

Liaison Officer: A member of the Command Staff at the Field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies.

Local Emergency: The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limit of a County/City and County or City, caused by such conditions as pollution, fire, flood, storm, epidemic, riot, earthquake, or other conditions other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of political subdivisions to combat.

Local Mutual Aid: Assistance provided in accordance with local agreements on a voluntary basis or in time of a declared local emergency.

Logistics Section: One of the five primary functions found at all SEMS levels. The Section responsible for providing personnel, facilities, support services and materials for the incident.

Logistics Section Officer-In-Charge (OIC): A member of the general staff, responsible for the supervision of group and unit personnel; responsible for providing personnel, facilities, support services and materials for the incident. Reports directly to the Incident Commander.

M

Management by Objectives: In SEMS field and EOC levels, this is a top-down management activity which involves a three-step process to achieve the desired goal. The steps are: establishing the objectives, selection of appropriate strategy(s) to achieve the objectives; and the direction or assignments associated with the selected strategy.

Mass Care Facility: A designated location, such as a school, at which registration and temporary lodging, feeding, clothing, welfare inquiry, first aid, and other essential social services may be provided to disaster victims.

Master Mutual Aid Agreement: An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the State of California to assist each other by providing resource during an emergency Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

Media: Radio, television, and print sources for providing information and instructions to the public.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: The message center is part of the communications complex and is collocated or placed adjacent to it. Its functions include receiving, recording, and routing message information concerning arriving resources; resources status; administrative and tactical message traffic.

Mobilization: The process and procedures used by all organizations federal, state and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release or reassignment.

Multi-Agency or Inter-Agency

Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multi-Agency Coordination

System (MACS): The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS.

MACS organizations are used within the California Fire Services.

Multi-Discipline Incident: An incident involving concurrent tactical field operations requiring interactions between law enforcement, fire, medical personnel, and/or other disciplines as required by the incident. Also referred to as Multi-Agency Incident.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

Mutual Aid Region: A mutual aid region is a subdivision of state OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county (operational) areas.

Mutual Aid Response Mobile Field Force: Consists of (4) 12-person squads with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. Total minimum personnel is 52. The Mutual Aid Response Mobile Field Force can be augmented for specific missions (configured for civil unrest, major evacuations, etc.). Number of personnel assigned to each vehicle may vary depending on mission requirements (i.e.. 4 officers/deputies per vehicle for civil unrest, 2 officers/deputies per vehicle for major wild land fire evacuations).

Mutual Aid Response Platoon: See Mutual Aid Response Mobile Field Force.

Mutual Aid Unit OIC: A member of the Personnel Branch Staff responsible for coordination, preparation and mobilization of mutual aid operations.

O

Office of Emergency Services (OES): In this guide, OES refers to the *Governor's Office of Emergency Services*. Most counties in California also have a county OES.

Officer/Deputy: For law enforcement mutual aid purposes, a full-time salaried peace officer in full agency uniform; armed with a handgun and at least minimum department authorized ammunition; equipped with handcuffs, baton, flashlight, and notebook. Preferred additional equipment includes: soft body armor, helmet with face shield, handheld radio, additional ammunition, and personal chemical agent (mace/OC spray).

Officer-In-Charge (OIC): The term used in LEICS to describe a person in charge of a section, branch, group, field force, squad, unit, or team. This term may also be referred to as *Section Chief, Branch Director, Group Supervisor, Unit Leader, or Team Leader* in disciplines other than law enforcement.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

Operational Area Law Enforcement Coordinator: The Sheriff is the Operational Area Coordinator for law enforcement mutual aid except in the City of San Francisco where the responsibility is that of the Chief of Police.

Operational Period: The period of time scheduled for execution of a given set of operational objectives as specified in the Incident Action Plan. Usually less than 24 hours.

Operations Dispatcher: A member of the Operations Section Staff under the direction of the Operations Section OIC, dispatches Operations section personnel,

maintains designation boards, and the status of Operations Section units.

Operations Plan: A plan describing the tactical deployment of resources at an incident or event to meet the objectives of the Incident Action Plan.

Operations Section: One of the five primary functions found in the ICS and at all SEMS levels. The Section is responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS Field Response level may include branches, divisions and/or groups, task forces, teams, and single resources.

Operations Section, Officer-In-Charge (OIC): A member of the general staff, responsible for the overall tactical operations of the incident. Reports directly to the Incident Commander. May also be referred to as the *Operations Chief*, *Operations Officer*, or *Operations OIC*.

Out-of-Service Resources:

Resources checked-in to an incident but temporarily unavailable due to mechanical problems, crew rest, or administrative reasons.

Outer Perimeter Unit: Personnel assigned to limit and control access into the emergency incident area.

Overhead Team: Personnel who are assigned to the primary staff OIC positions which include Incident Commander, General Staff, Command Staff, and Unit OICs.

P

Personnel Branch OIC: A member of the Logistics Section staff responsible for Unit personnel, providing a personnel pool for the emergency incident, also maintains timekeeping records when the Time Unit in the Finance/Administration Section is not activated.

Personnel Unit: Functional unit within the Logistics Section responsible for providing a personnel pool for the incident, also staffs Check-In Recorders to perform the check-in function.

Planning/Intelligence Section: One of the five primary functions found at all SEMS levels. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. At the SEMS Field Response Level, the Section will include the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

Planning/Intelligence Section, Officer-In-Charge (OIC): A member of the general staff, responsible for the collection, evaluation, and dissemination of information related to the incident and for the preparation and documentation of Incident Action Plans. The OIC is also responsible for maintaining information on the current and forecasted situation, and on the status of resources assigned to the incident. Reports directly to the Incident Commander.

Planning Meeting: A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Platoon: See "Mutual Aid Response Mobile Field Force."

Procurement Unit: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO): The individual assigned at field or EOC

level who has delegated authority to prepare public information releases and to interact with the media. Duties may vary depending upon the agency and SEMS level.

Public Information Center: A facility and function of the Command Staff; with responsibilities for the formulation and release of approved information about the incident to the news media.

R

Regional Law Enforcement

Coordinator: An Operational Area Law Enforcement Coordinator elected by other operational area coordinators within an OES defined region to act as the over all mutual aid coordinator for that region.

Regional Emergency Operations Center (REOC): Facilities situated at State OES Administrative Regions. REOCs function to coordinate information and resources among operational areas and between the operational areas and the State SOC level.

Reporting Locations: Specific locations or facilities where incoming resources can check-in at the incident. (See Check-in.)

Resources: All personnel and major items of equipment available or potentially available for assignment to emergency incident tasks.

Resources Unit: Functional unit within the Planning Section at the SEMS Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESTAT: An acronym for Resources Status. A Resource Status Report is

prepared by the Resources Unit in the Planning/Intelligence Section.

S

Safety Officer: A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Scribe: An optional member of the Command Staff, under the direction of the Incident Commander, who shall record all incident related information; incident message forms noting time, message content, and actions taken. Also referred to as *Command Post Scribe* or *Incident Scribe*.

Section: That ICS organization level having functional responsibility for primary segments of incident operations. The sections are: Operations, Planning/Intelligence, Logistics, Finance/Administration.

Section Officer: The LEICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Finance/Administration.

Security Officer: A member of the Logistics Section Staff responsible for supervision of *Security Unit* personnel, preparing and implementing security plans for Incident Command Post, staging area, and other facilities used in the incident.

Service Branch OIC: A member of the Logistics Section staff responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of

individuals with an identified OIC that can be used on an incident.

SITSTAT: An acronym for Situation Status. A Situation Status Report is prepared by the Situation Unit in the Planning/Intelligence Section.

Situation Report: A periodic progress report and record of significant items, completed for submission to concerned staff officers. It includes control measures effected, and a summary of the situation.

Situation Unit: Functional unit within the Planning/Intelligence Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning/Intelligence Section Officer.

Span of control: The supervisory ratio maintained within an ICS or EOC organization. A span of control of five-positions reporting to one supervisor is considered optimum.

Squad: An organizational element of a mutual aid response mobile field force consisting of 11 deputies/officers and a supervisor (sergeant).

Staging Area: Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. In LEICS, staging areas are managed within the Logistics Section.

Staging Officer: A member of the Logistics Section staff responsible for supervising *Staging Unit* personnel and activities within the staging area. This position is also referred to as the *Staging Area Manager*.

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing response to multi-agency and multijurisdiction emergencies in California. SEMS

consists of five organizational levels which are activated as necessary: Field Response, Local Government, Operational Area, Region, State.

State Law Enforcement

Coordinator: The State Coordinator is the Chief, Law Enforcement Branch, Governor's Office of Emergency Services. The State Coordinator is responsible for administrative actions and coordination between state and local law enforcement agencies during emergencies.

State Operations Center (SOC): An EOC facility established by the Governor's Office of Emergency Services for the purpose of coordinating and supporting operations within a disaster area and controlling the response efforts of state and federal agencies in supporting local governmental operations. The SOC will be staffed by representatives of state and federal agencies.

Supply Unit: A component of the Logistics Section responsible for the ordering, receiving and storing of equipment and supplies.

Support Branch: A Branch within the Logistics Section responsible for providing equipment and supplies to support incident operations. Includes the Supply, Facilities and Ground Support Units.

T

Tactical Alert: A preliminary step to personnel mobilization. It alerts specific units to a potential law enforcement problem that may require assets greater than those of the handling units.

Tactical Direction: Direction given by the Operations Section OIC at the SEMS Field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources,

tactics implementation, and performance monitoring for each operational period.

Team: (See Single Resource).

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Terrorism: The unlawful use of force or violence committed by a group of two or more individuals against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of *political or social objectives*.

Time Unit: Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

U

Unified Command: In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability. See also Area Command.

Unit: This term has two meanings. (1) In *LEICS*, a "Unit" is an organizational element having functional responsibility. Units are commonly used in the Planning, Logistics, or Finance/Administration Sections and can be used in the Operations Section for some applications. (2) For law enforcement *mutual aid purposes*, a "Unit" is defined as two officers/deputies in an emergency equipped vehicle (marked patrol vehicle preferred).

Unity of Command: The concept by which each person within an organization reports to one and only one designated person.

Unusual Occurrence (UO): Any event/incident involving potential or actual personal injury or property damage requiring exceptional law enforcement response.

V

Volunteers: Individuals who make themselves available for assignment during an emergency. Volunteers may have particular skills needed during an emergency, and may not be part of a regularly organized group. *All volunteers must be registered as Disaster Service Workers before actual field deployment.*

Volunteer Services Unit OIC: A member of the Personnel Branch staff responsible for coordination of all volunteer personnel aid offered to/or used at the emergency incident.

W

Weapons of Mass Destruction: Chemical, biological, nuclear, or radiological weapons or materials that can either through threat of employment or actual detonation or dispersal of components, cause mass casualties among innocent civilians or government forces.

ANNEX B

CRITICAL INCIDENT RESPONSE

CHECKLISTS

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FIRST RESPONDER RESPONSIBILITIES CHECKLIST

First responders have a responsibility to establish on-scene command, formulate and broadcast a situation assessment, set up a command post, request necessary personnel and equipment, and provide a Staging Area for responding personnel. To accomplish these tasks, the first responder (or field supervisor) should assume command responsibility, appoint others to control activities, assign missions, gather intelligence, and delegate other tasks as necessary to establish control until relieved by an officer of higher rank.

Situation Assessment:

A situation assessment is that information developed by the first officer at the scene of an emergency and is basic intelligence transmitted to the communication center, and then additionally conveyed to other concerned agency elements concerned with the control of the event. Situation assessments should be updated as the event changes and control measures are implemented to return the situation to normal. The initial situation assessment should include:

- ☐ Type of emergency
- ☐ Location of emergency
- ☐ Type of structure/vehicles involved
- ☐ Size of area involved
- ☐ Number of additional officers required
- ☐ Incident Command Post location
- ☐ Staging Area locations
- ☐ Access routes for emergency vehicles
- ☐ Assistance required (e.g., ambulance, fire, public utility)
- ☐ Number and type of casualties/injuries

Once the situation assessment has been completed, the first responder (as Acting Incident Commander) can direct attention to control measures related to the event. These would include:

- ☐ Establish a journal/log for recording major activities
- ☐ Establish a communication link with the communications center
- ☐ Request personnel and equipment resources needed for the control of the event
- ☐ Assign personnel to staff ICS functions:
 - Operations
 - Planning/Intelligence
 - Logistics
 - Finance/Administration
- ☐ Develop and implement an operations plan which may include:
 - Perimeter control provisions
 - Interior patrol provisions
 - Evacuation procedures
 - Liaison with other emergency agencies
 - Traffic control plans
 - Mobilization of on-duty personnel
 - Mutual Aid contingencies

An agency's role at the scene of disasters and other emergencies may be to support the local fire department or other emergency response force. The first responder (Incident Commander) can be of assistance by providing the following:

- ☐ A liaison officer to the Fire Commander or other Command Staff
- ☐ Control of emergency vehicle access routes
- ☐ Perimeter traffic control
- ☐ Evacuation, if necessary

INCIDENT COMMAND POST CHECKLIST

This checklist assists the first responder and field supervisors in establishing an Incident Command Post (ICP). The guidelines are flexible and can be modified to deal with specific field situations. The purpose of a command post is to:

- ☐ Establish a facility that is strategically located to command the overall operation of the emergency
- ☐ Maintain centralized and systematized communication
- ☐ Logistically monitor and regulate personnel and equipment needs
- ☐ Acquire, analyze and properly distribute intelligence and other relevant information
- ☐ Coordinate activities with associated agencies

Incident Command Post (ICP) Selection Factors:

- ☐ Strategically, but safely, located
- ☐ Accessible to responding personnel
- ☐ Defensible against crowds, snipers, fire bombs, etc.
- ☐ Sufficient space for responding personnel and equipment
- ☐ Accessible to restroom facilities
- ☐ Have communication capabilities or access to telephones, radio, television, microwave, etc.
- ☐ Accessible to electricity and water service
- ☐ Contain structures for personnel briefing and protection against weather
- ☐ Storage space and area for vehicles available

Potential Command Post Sites:

- Schools/universities
- Parks
- Large parking lots
- Water/power facilities
- Churches
- Military armory

Establish Command Post:

- ☐ Notify communications, Commander/Chief, and responding units of Command Post location and staging area if at another location
- ☐ Request sufficient personnel for Command Post
- ☐ Identify routes to Command Post/Staging Area
- ☐ Appoint Command Post staff, as needed:
 - Radio Operator
 - Command Post Scribe
 - Personnel Officer to make assignments
 - Logistics Officer to receive/issue equipment/vehicles
 - Planning/Intelligence Officer to gather information
 - Command Post Security Officer for perimeter security
 - Public Information Officer
 - Additional assistance needed:
 - Air support
 - Mutual Aid
 - Fire Department
 - Ambulance/Paramedics
 - Red Cross
- ☐ Identify radio frequency to be used
- ☐ Identify and isolate Command Post area with ropes or barrier tape
- ☐ Identify an area for Public Information Officer to coordinate news media activities
- ☐ Maintain open lines with communication center
- ☐ Keep all concerned personnel briefed as to status of problem
- ☐ Notify other concerned agencies
 - Hospitals
 - Public Agencies
 - Other jurisdictions requiring information

AIR OPERATIONS CHECKLIST

This checklist is intended to assist the Incident Commander (or Operations OIC) in determining when and how to integrate aircraft operations into incident emergency response operations. These guidelines are flexible and can be modified to deal with specific field situations.

Typical Aircraft Missions:

- ☐ *Standard Law Enforcement*- reconnaissance, surveillance, suspect searches, direction and control
- ☐ *Tactical Law Enforcement*- SWAT rappelling platform, insertion and extraction, intelligence gathering
- ☐ *Medical Evacuation*- transport and insertion of emergency medical teams, extraction and transport of litter patients and other injured persons
- ☐ *Search and Rescue (SAR)*- search patterns, medical evacuation, ground team insertions and extractions, equipment and supply drops
- ☐ *Fire Control*- retardant drops, reconnaissance, fire crew insertions and extractions, heavy equipment transport
- ☐ *Major Disasters*- reconnaissance, situation and damage assessment, logistical support
- ☐ *Other Applications*- communications relay, airborne command and control, photo mapping, video aerial platform, searchlight illumination

Aircraft Limitations:

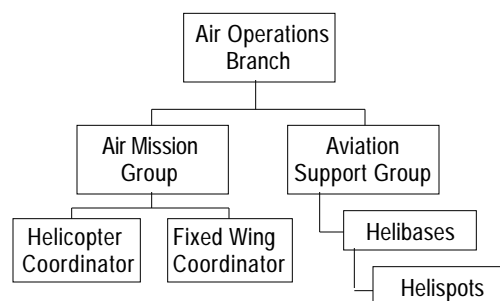
- ☐ *Weather*- Obscured weather such as fog and rain may preclude air operations. Warm, moist air, above 90 degrees with no or low wind conditions (especially at high altitudes) can severely limit rotor performance. Extremely high or gusty winds can damage helicopters, preclude rotor turn-up, and prevent flying near buildings or mountains.
- ☐ *Visual Flight Rules*- Helicopters generally fly under Visual Flight Rules (VFR) which require continual visual contact with the ground from a safe altitude.

- ☐ *Night Operations*- Operations during darkness with limited or no horizon are potentially dangerous and can place aircraft and crew in jeopardy. Night operations should not be attempted without special equipment and training.
- ☐ *Altitude and Temperature*- High altitude and/or high temperatures reduce rotor performance and lifting capability. Expert aviation advice should be sought.
- ☐ *Operating Conditions*- Helicopters generally should not be operated near soft dust, gravel or sand. This may result in engine damage or loss of visual contact with the ground. Salt water spray should also be avoided.
- ☐ *Small Arms Fire*- Helicopters are vulnerable to small arms fire.

Decision to Activate an Air Operations Branch:

The Air Operations Branch may be staffed whenever aircraft are deployed on an incident requiring mission assignment coordination, establishment of helispots or a helibase, or to address any aviation safety concerns requiring full time attention. If air operations are to be conducted in conjunction with incident command post operations, then safety must be a primary consideration. To ensure safe air operations are maintained it is strongly recommended that only persons knowledgeable in aircraft operations and aviation procedures be assigned to leadership positions within the Air Operations Branch.

Air Operations Branch Organization:



Air Operations Branch:

The Air Operations Branch OIC, who is ground based, is primarily responsible for input to the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, the Air Operations Branch is responsible for implementing its strategic aspects - those that relate to the overall strategy as opposed to those that pertain to tactical operations. Specific tactical activities are normally performed by the Air Mission Group OIC working with ground and air resources. Additionally, the Air Operations Branch OIC is responsible for providing logistical support to aircraft operation on the incident.

Duties and responsibilities:

- ☐ Obtain briefing from Operation OIC.
- ☐ Organize preliminary air operations.
- ☐ As appropriate, request declaration (or cancellation) of restricted air space area. (Federal Air Regulation 91.137).
- ☐ Participate in preparation of the Incident Action Plan.
- ☐ Perform operational planning for air operations.
- ☐ Determine coordination procedures and communication for use by air organization with ground Branches, Divisions or Groups.
- ☐ Supervise all Air Operations Branch activities associated with the incident.
- ☐ Establish procedures for emergency reassignment of aircraft.
- ☐ Schedule approved flights of non-incident aircraft in the restricted air space area.
- ☐ Inform the Air Mission Group OIC of the air traffic situation external to the incident.
- ☐ Consider requests for non-tactical use of incident aircraft.
- ☐ Resolve conflicts concerning non-incident aircraft.
- ☐ Coordinate with Federal Aviation Agency (FAA).
- ☐ Update air operations plans.
- ☐ Report to the Operations Section OIC on air operations activities.

- ☐ Assure approved crash-rescue, refueling, and maintenance support through Logistics for extended operations.
- ☐ Report special incident/accidents.
- ☐ Arrange for an accident investigation team when warranted.
- ☐ Participate in safety/procedural meetings with other agencies' pilots and air personnel in multi-agency incident.
- ☐ Maintain Unit Log.

Air Mission Group:

The Air Mission Group OIC is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Mission Group OIC reports to the Air Operations Branch OIC.

Duties and responsibilities:

- ☐ Check-in and receive incident assignment.
- ☐ Determine what aircraft (fixed wing and helicopters) are operating within area of assignment.
- ☐ Obtain briefing from Air Operations Branch OIC or Operations Section OIC.
- ☐ Manage air activities based upon Incident Action Plan.
- ☐ Establish and maintain communications with the Air Operations Branch, Fixed Wing and Helicopter Coordinators, Aviation Support Group, and Support bases.
- ☐ Coordinate approved flights in restricted air space area.
- ☐ Obtain information about air traffic external to the incident.
- ☐ Receive and document reports of non-incident aircraft violating restricted air space area.
- ☐ Inform Air Operations Branch OIC of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- ☐ Report on air operations activities to the Air Operations Branch OIC.
- ☐ Coordinate the use of assigned ground to air and air-to-air communications frequencies with Communications Unit and local agency dispatch center.

Aviation Support Group:

The Aviation Support Group OIC is primarily responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. This includes providing (1) fuel and other supplies, (2) maintenance and repair of aircraft, (3) keeping records of aircraft activity, and (4) providing enforcement of safety regulations. Helicopters during landing and take-off and while on the ground are under the control of the Aviation Support Group's Helibase or Helispot Managers. The Aviation Support Group OIC reports to the Air Operations Branch OIC.

- ☐ Ensure dust abatement procedures are implemented at helibase and helispots.
- ☐ Provide crash-rescue service for helibase and helispots.
- ☐ Maintain Unit Log.

Duties and responsibilities:

- ☐ Obtain briefing from Air Operations Branch OIC or Operations Section OIC.
- ☐ Obtain copy of the Incident Action Plan from the Air Operations Branch OIC.
- ☐ Participate in Air Operations Branch OIC planning activities.
- ☐ Inform Air Operations Branch OIC of group activities.
- ☐ Identify resources/supplies dispatched for Aviation Support Group.
- ☐ Request special air support items from appropriate sources through Logistics Section.
- ☐ Identify helibase and helispot locations (from Incident Action Plan) or from Air Operations Branch OIC.
- ☐ Determine need for assignment or personnel and equipment at each helibase and helispot.
- ☐ Coordinate special requests for air logistics.
- ☐ Maintain coordination with airbases supporting the incident.
- ☐ Coordinate activities with Air Operations Branch OIC.
- ☐ Obtain assigned ground to air frequency for helibase operations from Communications Unit Leader or Communications Plan.
- ☐ Inform Air Operations Branch OIC of capability to provide night flying service.
- ☐ Ensure compliance with each agency's operations checklist for day and night operations.

Aviation Mutual Aid:

- ☐ Generally, air operations in support of an incident are conducted at the local level within an Operational Area (OA), which is the county.
- ☐ If an OA exhausts its resources (including commercial) and it becomes necessary to request aviation assets in support of a law enforcement mission from outside the OA, the request should be directed by the local sheriff to the Regional Law Enforcement Coordinator. Exception: During *search and rescue incidents* the OA may contact State OES directly to expedite response for life safety purposes. (See OES publication "*Law Enforcement Mutual Aid Plan, SAR Annex*" for details)
- ☐ The Law Enforcement Branch of the Governor's Office of Emergency Services may endorse the Regional Coordinator's loan of aviation assets from outside the requesting OA by assigning a mission number. *This does not result in reimbursement of costs! It may however facilitate cost recovery should funds later become available.*
- ☐ If a disaster is widespread resulting in activation of the State Operations Center (SOC) to coordinate simultaneous incidents in multiple OAs or Regions, the SOC will activate its Air Operations Branch to facilitate state and federal aviation mutual aid.

Helibase:

The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot:

Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

Helipad:

The specially designed and designated location where a helicopter can safely take off and land *on a physical structure* such as a building or ship.

Helicopter Landing Zone (LZ)

A generic term that can be applied to a helibase, helispot, or helipad.

Helicopter Landing Zone Considerations

Law enforcement helicopters may land at civil airports, heliports, and private heliports with prior permission. Sparsely populated areas may also serve as landing sites depending on land use restrictions. Except as stated, a helicopter may not land in a densely populated area unless an emergency exists. These restrictions do not preclude hovering at low altitudes to assist in law enforcement operations. When planning for a landing zone, consider the following:

- ☐ Establish a minimum landing area of 100 feet by 100 feet that is a level surface, free of debris and overhead obstructions (such as power lines).
- ☐ Choose an LZ that will not disrupt operations in the surrounding area (e.g., tents, map boards, feeding areas, briefing areas)
- ☐ Secure all loose items or potentially loose items.
- ☐ Maintain clear ingress and egress to the landing location.
- ☐ Ground personnel operating an LZ or in the immediate area should wear eye and ear protection.
- ☐ Steep aircraft approach angles are undesirable. Evaluate the height of adjacent obstacles to minimize risks.
- ☐ Try to avoid establishing an LZ near a body of water.
- ☐ Do not establish an LZ within 1000 feet of a public school unless an immediate emergency exists.
- ☐ Night use of an LZ requires appropriate lighting. Plan ahead.
- ☐ Rooftop helipad weight limitations may preclude landing larger aircraft on buildings.

FIRES CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of a fire. These guidelines are flexible and can be modified to deal with specific field situations. Generally, the Incident Commander will be from the fire service and law enforcement will assume a support role.

Situation Assessment:

Ensure that a Situation Assessment has been prepared by field units and has been communicated to the communications center. It should contain:

- ☐ Location of emergency.
- ☐ Size of involved area, actual and potential.
- ☐ Apparent direction of the fire.
- ☐ Type of area (e.g., business, residential, hillside, etc.).
- ☐ Ingress/egress routes for emergency vehicles.

- ☐ Additional law enforcement personnel needed.
- ☐ Location of staging area.
- ☐ Location and radio designation of Command Post.

Liaison:

- ☐ Establish liaison with fire command

Deploy Personnel to:

- ☐ Maintain ingress and egress routes for emergency vehicles.
- ☐ Establish perimeter control, keeping unauthorized vehicles and pedestrians out of involved area.
- ☐ Establish anti-looting security patrols for evacuated areas within the perimeter.
- ☐ Conduct an evacuation, if required.
- ☐ Relieve (demobilize) personnel as activity is reduced.
- ☐ Maintain a unit log.

BOMB THREAT CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of a bomb threat response. These guidelines are flexible and can be modified to deal with specific field situations.

Immediate Considerations:

- ☐ Time call received
- ☐ Type of call received
- ☐ When detonation is expected
- ☐ Location of device or intended target
- ☐ Description or appearance of the device
- ☐ Immediate evacuation

Evacuation:

- ☐ Establish evacuation procedures. It is recommended that the person in charge of the location make the decision to evacuate
- ☐ In event of evacuation, instruct occupants to take personal possessions (purses, briefcases, etc.) with them and leave position of electric switches, doors, windows unchanged

Note: Authority to order an evacuation under emergency conditions is listed in 409.5 P.C.

Search:

- ☐ Systematic visual search with persons familiar with the facility/location
- ☐ Prohibit radio transmission within 1/2 mile of the scene
- ☐ Conduct visual search only
- ☐ Issue instructions to not touch, move, or attempt to disarm any suspicious object/package/item
- ☐ Notify Bomb Team of suspected devices

Notification:

- ☐ Agency entities, concerned personnel, and property owners
 - Bomb team
 - Investigative unit
 - Fire Department
 - Emergency Medical Service
 - Military EOD
 - FBI, if terrorism is suspected.

POST-BLAST CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of the response to a significant explosion. These guidelines are flexible and can be modified to suit specific situations.

Generally during the initial stages of an explosion, fire suppression, rescue, and emergency medical services dominate the incident operations. Therefore, during early stages of a post-blast, incident command typically is the primary responsibility of the fire service as the lead agency. As the scene stabilizes, and a criminal act is suspected, the incident command will shift to law enforcement.

Immediate Considerations:

- ☐ Safeguard emergency response personnel; be alert for:
 - damaged utilities (electric lines, natural gas, etc.)
 - structures in danger of collapse/falling debris
 - additional explosive devices (especially near locations selected for triage, command post, staging area(s), etc.)
 - HAZMAT substances, including undetonated explosive material from the initial explosion
 - ☐ Assist injured victims
 - ☐ Request/facilitate necessary fire suppression
 - ☐ Request/facilitate necessary medical assistance
 - ☐ Facilitate necessary triage area(s)
 - ☐ Establish and preserve ingress and egress routes for emergency vehicles
 - ☐ Protect evidence
 - ☐ Establish a perimeter at a radius from the seat of the explosion equal to 1 1/2 times the distance to the farthest debris
-
- ☐ Identify and record fire service, EMS,

and other personnel who enter the scene

Additional notifications:

- ☐ Agencies, property owners, and other necessary personnel
- ☐ Local hospitals, if mass casualties are involved
- ☐ Enough assistance to maintain an effective perimeter
- ☐ Bomb Team (Technicians)
- ☐ Investigative Unit
- ☐ Urban Search and Rescue
- ☐ Utility companies
- ☐ Coroner, as necessary
- ☐ FBI (if terrorism or weapons of mass destruction are suspected)
- ☐ Public Information Officer
- ☐ Property owner

Other Considerations:

- ☐ Establish Incident Command, to include liaison with fire, medical, and other necessary agencies
- ☐ Establish Incident Command Post
- ☐ Establish Staging Area(s)
- ☐ Evacuate immediate area, as necessary
- ☐ Have utilities turned off to area, as necessary
- ☐ Identify potential witnesses
- ☐ Establish traffic control around the effected area
- ☐ Document initial response

HAZARDOUS MATERIALS INCIDENT CHECKLIST

This checklist is intended to assist the field supervisor with the initial stages of a spill or release of a hazardous material (Haz Mat) substance or waste. These guidelines are flexible and can be modified to deal with specific situations.

Special Considerations:

- ☐ Be aware of and avoid self-contamination
- ☐ Do not drive thru the contaminated area
- ☐ Do not eat, drink, or smoke near the area
- ☐ Do not use flares — request barricades for traffic blocks
- ☐ Do not touch any substances or articles involved — treat all as contaminated until otherwise determined
- ☐ Stay upwind of scene — monitor wind direction changes
- ☐ Gas masks *do not* filter toxic vapors
- ☐ Keep all non-emergency personnel away from scene
- ☐ Do not permit unauthorized clean up of hazardous materials such as wash downs, dilution etc. These mitigation measures should only be undertaken by trained and equipped haz mat technicians or specialist.

Situation Assessment:

- ☐ Type of accident, type of premises, vehicles involved
- ☐ Location of incident, size of involved area
- ☐ Direction of fluid or vapor travel
- ☐ Property and/or vehicle owner's name
- ☐ Placard information, color of smoke, description of odor
- ☐ Name of substance, if known
- ☐ Determine health hazards
- ☐ Symptoms of injured persons, number of injured
- ☐ Weather conditions wind direction, speed, and any expected changes
- ☐ Degree of danger at site, potential danger to surrounding area, city, and emergency crews
- ☐ Ingress/egress routes for responding emergency personnel
- ☐ Command Post and staging area locations

Initial Response:

- ☐ Immediately request local fire service, haz mat response team, and emergency

medical units (advise safe ingress)

- ☐ Close immediate area
- ☐ Establish perimeter control
- ☐ Providing liaison with fire service and other emergency response units (e.g., hazardous materials team)
- ☐ Establish command post upwind of location
- ☐ Coordinate activities with other emergency response units
- ☐ Maintain log of activities

Evacuation:

- ☐ Give situation estimate to Incident Commander
- ☐ Decision to evacuate should be made by Incident Commander
- ☐ Develop plan to evacuate
- ☐ Establish command post to coordinate evacuation
- ☐ Determine evacuation facilities for evacuees

Contaminated Personnel:

- ☐ Isolate from non-contaminated personnel
- ☐ Follow established hazardous materials decontamination procedures.

Note: Some hazardous materials react with water. Seek the advice of a qualified hazardous materials technician/specialist.

Additional Notifications:

- ☐ The Governor's Office of Emergency Services on *all* incidents
- ☐ Fish and Game, on threat to natural wildlife
- ☐ US Coast Guard if waterways involved
- ☐ CHP if state highway
- ☐ Administering agency
- ☐ Appropriate county, state, and federal agencies, i.e. EPA
- ☐ FBI, if terrorism or weapons of mass destruction are suspected.

Incident Investigation:

- ☐ Collect information for incident reporting
- ☐ Should not begin until area has been decontaminated; however, evidence should not be disturbed until evaluated and recorded
- ☐ May be jointly conducted with other involved agencies
- ☐ Should provide all available information and assistance to other agencies

AIRCRAFT CRASH CHECKLIST

This checklist is intended to assist the field supervisor with the initial response to an aircraft crash. It is recommended that *unified command* be established to ensure a coordinated response with other involved agencies. Local law enforcement will generally *not* have an investigative responsibility for aircraft crashes, but will provide perimeter control, site security, evidence protection, and facilitate response with the fire service, medical-rescue, and federal authorities that have investigative responsibility.

Situation Assessment:

Ensure that a situation estimate has been obtained and communicated to the communication center and that it contains the following information:

- ☐ Location of accident
- ☐ Type of structure involved
- ☐ Type of aircraft involved: military or civilian, passenger or cargo, helicopter or jet, private or commercial
- ☐ Class of aircraft: single engine or multiple
- ☐ Number of injuries and deaths if known
- ☐ Additional assistance needed: police, fire, medical, military, etc.
- ☐ Location of Command Post and Staging Area
- ☐ Best available ingress/egress routes for emergency personnel and vehicles

Special Considerations:

- ☐ Approach from up wind
- ☐ Do not approach on same path as aircraft
- ☐ Avoid breathing smoke, possible toxic materials
- ☐ Potential for fire/explosions
 - military aircraft may contain weapons, ammunition, ejection seats
 - no smoking or flares
- ☐ Crash site security, adequate control to keep unauthorized persons from the scene
- ☐ Traffic control, crowd control, perimeter control (keep a 2,000 foot clearance)
- ☐ Evacuation (at least 2,000 feet upwind)

Crash Site Management:

- ☐ Establish Command Post
- ☐ Restrict air traffic over scene
- ☐ Establish liaison with incident commander
- ☐ Identify all witnesses, obtain following data:
 - Time of crash
 - Location of witnesses at time of crash
 - Weather at time of crash
 - Aircraft direction in flight
 - Aircraft fire in flight
 - Explosion prior to crash
 - Location of objects falling from aircraft prior to crash
 - Impact angle and position of survivors
 - Anything removed from scene and by whom
- ☐ Deceased or injured victims may be displaced by impact. Conduct a thorough, wide search for survivors and other evidence
- ☐ Take photographs of scene
- ☐ Ensure all crash debris is protected, but do not disturb wreckage, evidence, deceased persons, body parts, or personal property unless advised to do so by the investigator in charge or the coroner in charge.

Subsequent Situation Assessment:

- ☐ Aircraft identification numbers, owner(s) of involved aircraft and involved structures
- ☐ Identification of pilot(s)
- ☐ Property damage
- ☐ Location of deceased and known survivors

Notification:

- ☐ Military if applicable
- ☐ National Transportation Safety Board
- ☐ Federal Aviation Administration
- ☐ All necessary fire/rescue services
- ☐ Hospitals of potential influx of patients
- ☐ County Coroner

EARTHQUAKE CHECKLIST

This checklist is intended to assist the field supervisor with the initial response to an earthquake.

Immediate Considerations:

- ☐ Initiate a roll call of all field units
- ☐ Initiate a check of "*Critical Facilities*" by field units. Checks to include:
 - High occupancy structures (depends on time of day)
 - Damage to roads, critical emergency facilities (police stations, fire stations, hospitals), refineries, dams, etc. (Note: every jurisdiction should have a pre-established list of critical facilities)
- ☐ Confirm that all "*Critical Facilities*" have been checked
- ☐ Initiate a critical facilities log that indicates which facilities have been checked and their disposition
- ☐ Direct field units to initiate a general area survey after completing their critical facility checks

Accurate Situation Assessment is essential in an earthquake:

- ☐ A quick evaluation of the situation must be made so that:
 - Appropriate decisions can be made to coordinate response efforts.
 - Situation reports can be sent to local or regional Emergency Operations Centers (EOC) so that appropriate emergency resources can be obtained and safely deployed to the areas with the most critical need.

Specifics to Look For:

- ☐ Utility Disruptions
- ☐ Flooding
- ☐ Fires
- ☐ Haz Mat Spills or Plumes
- ☐ Collapsed Buildings
- ☐ Casualties (Injuries vs. Fatalities)
- ☐ Damaged Roadways and Bridges

Deploy Personnel To:

- ☐ Conduct evacuations, if required
- ☐ Assist in establishing evacuation centers and directing people to them
- ☐ Establish ingress/egress routes for emergency vehicles
- ☐ Maintain perimeter control to keep unauthorized people and vehicles out of the involved area (size of area depends on magnitude of the earthquake - which may be beyond your resources and require mutual aid)
- ☐ Direct traffic around major damaged sites
- ☐ Provide emergency information to residents of area
- ☐ Determine operability of telephone, water, gas, electricity, public transportation, and other systems serving residents of the area
- ☐ Assist other emergency agencies, as needed

Special Considerations:

- ☐ Contrary to other emergencies, after an earthquake, watch commanders should consider remaining at their stations to facilitate the damage assessment process until the extent of damage and casualties is known and has been communicated to the EOC.
- ☐ Field officers should generally *not* become involved in rescue operations unless such incidents are immediately life threatening and rescue can be accomplished rapidly. Officers must fulfill their primary functions of observing, estimating, and communicating the overall situation estimate. This approach will ultimately save numerous lives in a major disaster, instead of the few that each officer could personally rescue.
- ☐ Upon establishing magnitude and scope of the disaster, begin applying the principles of ICS.
- ☐ If a significant after-shock occurs - "START ALL OVER"

CIVIL UNREST / DISORDER CHECKLIST

This checklist is intended to assist the Incident Commander and field supervisors with the initial response to a riot or crowd/looting situation. Law enforcement agencies should concentrate on the basic law enforcement mission of protecting life and property. This should be done in a rapid, firm, fair and impartial manner, using only the minimum force necessary to accomplish the mission.

Tactical Objectives:

- ☐ **CONTAIN:** Confine the disorder to the smallest area possible.
- ☐ **ISOLATE:** Prevent the growth of the disorder. Cordon off the area. Deny access to those not involved.
- ☐ **DISPERSE:** Make arrests if appropriate.
- ☐ Establish a Incident Command Post and Staging Area.

Situation Assessment:

- ☐ Location of Emergency
- ☐ Number of Participants
- ☐ Activities of Participants (e.g. looting, burning, blocking traffic, passive demonstration, etc.)
- ☐ Direction of Movement
- ☐ Additional Law Enforcement Personnel Required
- ☐ Access to Incident Command Post/Staging Area by Responding Personnel

Initial Response:

- ☐ Assemble Responding Personnel into Squads and Mobile Field Forces (MFF)
- ☐ Assign a Public Information Officer to work with the Media
- ☐ Brief Squad/MFF Leaders as soon as possible
- ☐ Establish Tactical Missions (e.g. crowd control, traffic control, site security, etc.)
- ☐ Request Air Support (e.g. a police helicopter for observation and assistance in coordinating tactical missions)

Liaison:

- ☐ Establish liaison with Law Enforcement Mutual Aid Coordinator and OES.

Other Considerations:

- ☐ Know location of emergency medical services
- ☐ Maintain an operations log
- ☐ Determine the less than lethal and chemical agents capabilities of the squads
- ☐ Utilize a tactical *and* command radio frequency
- ☐ Use serialized flex cuffs
- ☐ Use a video camcorder
- ☐ Arrange for the response of a field booking team
- ☐ Arrange for transportation of suspects from field booking area to detention facility

Helpful Hints:

- ☐ *Individual* action should be avoided (e.g., maintain squad formation integrity)
- ☐ Simple Formations (e.g., Squad Skirmish Line/Wedge or Arrest Circles) need minimal explanation and/or coordination
- ☐ Passive Demonstrators --- Don't get involved until you have sufficient personnel
- ☐ Use standby time for scouting (gathering information and analyzing intelligence)

After Dispersal:

- ☐ Establish a highly visible law enforcement presence
- ☐ Use mobile units to respond to problems (squad size is the smallest recommended maneuverable tactical element)
- ☐ Arrange for relief and feeding of personnel

ANNEX C

ICS FORMS

Overview Information About Each ICS Form

Form 201:	Incident Briefing
Form 202:	Incident Objectives
Form 203:	Organization Assignments
Form 204:	Division / Unit Assignment List
Form 207:	Organization Chart
Form 209:	Public Information Summary / Incident Status
Form 211:	Check-In List
Form 211P:	Check-In List: <i>Personnel</i>
Form 211E:	Check-In List: <i>Equipment</i>
Form 215:	Incident Planning Worksheet
Form 220:	Air Operations Worksheet / Summary

OVERVIEW INFORMATION ABOUT EACH LEICS FORM

Form 201: Incident Briefing

- Prepared by Incident Commander, or designee.
- Used to document initial response and brief on-duty or incoming Command and General Staff.
- Copies distributed to Command Staff, Section OICs, Branch OICs, Group OICs, Mobile Field Force OICs, and appropriate Logistics and Planning/Intelligence Units.

Form 202: Incident Objectives

- Prepared by Incident Commander and Command and General Staffs during the Planning Meeting.
- Used to develop the Incident Action Plan (can be used as the face sheet).
- Copies distributed to *all* supervisory personnel.

Form 203: Organization Assignments

- Prepared and maintained by Resource Unit under the direction of the Planning/Intelligence OIC.
- Used to keep track of currently activated units and names of personnel staffing each position.
- Attached to Incident Objectives (Form 202) and distributed to *all* supervisory personnel.

Form 204: Division/Unit Assignment List

- Prepared by the Resources Unit using guidance by the Incident Objectives (Form 202), Incident Planning Worksheet (Form 215), and the Operations OIC. Should be approved by the Planning/Intelligence OIC.
- Used to inform Operations Section personnel of incident assignments.
- Attached to Incident Objectives (Form 202) and distributed to *all* supervisory personnel.

Form 207: Organization Chart

- Prepared by the Resources Unit.
- Used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element.
- Chart should be posted on display board near Incident Command Post.

Form 209: Public Information Summary/Incident Status

- Prepared and maintained by Situation Unit under the direction of the Planning/Intelligence OIC and usually presented to Command and General Staff members prior to each Planning Meeting.
- Used to inform and update all incident personnel; provide the basic information to the PIO for media releases; provide incident information to off-site communication centers, EOCs, and other involved agencies; and provide basic information for use in planning for the next operational period.
- Distributed to *all* supervisory personnel, posted on display board, and forwarded to appropriate off-site entities.

Form 211: Check-In List

- Completed by assigned supervisors or recorders (e.g., Staging Officer or designee, Personnel Unit Check-In Recorder, Supply Unit Receiving / Distribution Officer) at designated check-in locations (e.g., Staging Areas, Command Posts, Communication Center) as personnel (or equipment) arrive.
- Used to track units, teams, squads, or mobile field forces of personnel and/or caches/units of equipment, arrival times, and agencies represented. Also used to support demobilization.
- Use Form 211P to check-in *individual officers* and use Form 211E to check-in *individual items* of equipment or supplies.
- Copies of completed Check-in Lists should be forwarded, as appropriate, to the Personnel Unit (for personnel), Supply Unit (for equipment and supplies), the Resource Unit (for both personnel and equipment/supplies), and to the Finance/Administration Section (for both personnel and equipment/supplies).

Form 211P: Check-In List: *Personnel*

- Used to track *individual officers*.
- Each Form 211P has space to record 12 officers/deputies (standard squad size).
- Copies of the completed Form 211P *Check-in List: Personnel* should be forwarded to the Personnel Unit, the Resource Unit, and to the Finance/Administration Section.

Form 211E: Check-In List: *Equipment*

- Used to track *individual items* of equipment or supplies.
- Copies of the completed Form 211E *Check-in List: Equipment* should be forwarded to the Supply Unit, the Resource Unit, and to the Finance/Administration Section.

Form 215: Incident Planning Worksheet

- Initiated by the Incident Commander and General Staff at the Planning Meeting.
- Used to communicate the decisions made during the Planning Meeting concerning resource assignments to the Resources Unit. The worksheet is used by the Resources Unit to complete Assignment Lists and by the Logistics Section OIC for ordering resources for the incident.
- Completed worksheet should be forwarded to Resource Unit and a copy to Logistics Section.

Form 220: Air Operations Worksheet/Summary

- Completed by the Operations Section OIC or the Air Operations Branch OIC during each Planning Meeting.
- Used by the Air Operations Branch to record number, type, location, and specific assignments of aircraft assigned to the incident.
- Completed form should be forwarded to the Resources Unit.

Special Notes:

- In LEICS, **Form 205 (Communications Plan)** has been integrated into *Form 204, Section 10*.
- In LEICS, **Form 206 (Medical Plan)** has been integrated into *Form 201, Section 8*.
- In LEICS, **Form 214 (Unit Log)** has been integrated into *Form 201, Page 4*.
 - The Unit Log is completed by all Command Staff personnel and all personnel who supervise a Section, Division, Group, Mobile Field Force, Team, Squad, or Unit.
 - Used to record details and activities of all basic ICS organizational elements.
 - Completed unit logs should be forwarded to immediate supervisors for review. Supervisors should then forward logs to Documentation Unit.

INCIDENT BRIEFING

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE/TIME)		
5. MAP SKETCH		
PAGE 1		201 LEICS Rev. 1/98

[illegible]

8. MEDICAL PLAN

8a. MEDICAL AID STATIONS/MEDICAL EVALUATION VEHICLES (HELICOPTER/AMBULANCE)

DESIGNATION/TYPE	BASE/STAND-BY LOCATION	CONTACT		PARAMEDIC	
		RADIO FREQUENCY	PHONE NUMBER	YES	NO

8b. HOSPITALS

[illegible]

8c. PROCEDURE TO ACCESS MEDICAL ASSISTANCE/ACCESS ROUTES

9. SUMMARY OF ACTION/UNIT ACTIVITY LOG					
10. UNIT NAME/DESIGNATION		11. UNIT LEADER (NAME & POSITION)		12. OPERATIONAL PERIOD (DATE/TIME)	
13. ASSIGNED PERSONNEL					
NAME		ICS POSITION	AGENCY/STATION	TIME IN	TIME OUT
TIME	14. MAJOR EVENTS				
15. PREPARED BY (NAME / POSITION)		DATE/TIME		PAGE 4	201-LEICS Rev. 1/98

INCIDENT OBJECTIVES

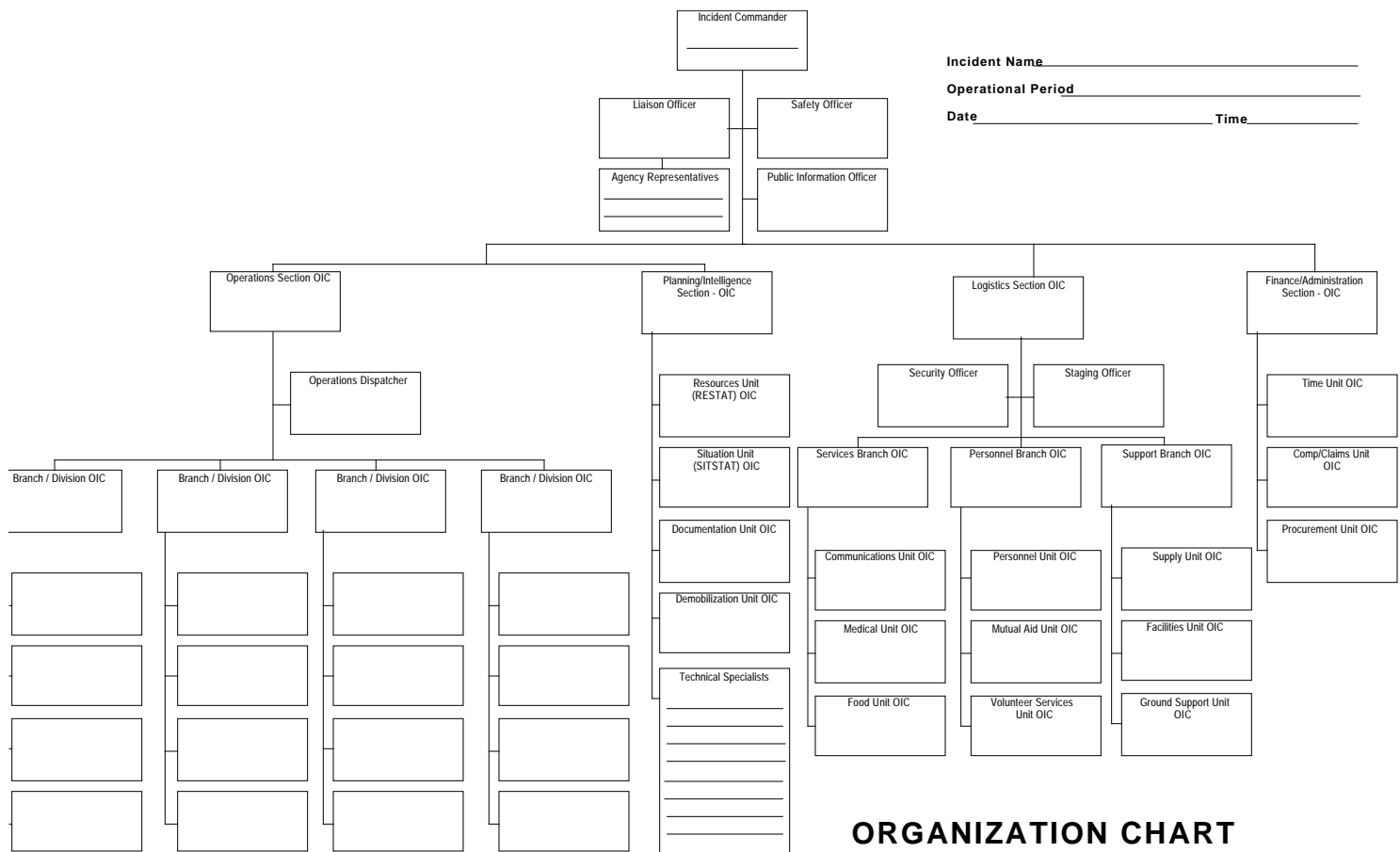
1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE/TIME)		
5. GENERAL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)		
6. WEATHER FORECAST FOR OPERATIONAL PERIOD		
7. OFFICER SAFETY INFORMATION		
8. ATTACHMENTS (X IF ATTACHED)		
<input type="checkbox"/> ORGANIZATION LIST (LEICS-203)	<input type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> _____
<input type="checkbox"/> ASSIGNMENT SHEET (LEICS-204)	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____
9. PREPARED BY (NAME/POSITION)	10. APPROVED BY	202-LEICS Rev. 1/98

ORGANIZATION ASSIGNMENTS

1. INCIDENT NAME		2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD (DATE/TIME)
5. INCIDENT COMMANDER AND STAFF			9. OPERATIONS SECTION	
INCIDENT COMMANDER:			POSITION OIC	NAME
DEPUTY INCIDENT COMMANDER:			DEPUTY OIC	
PUBLIC INFORMATION OFFICER			A.	
LIAISON OFFICER			OIC	
6. AGENCY REPRESENTATIVES				
AGENCY	NAME			
7. PLANNING/INTELLIGENCE SECTION			B.	
POSITION OIC	NAME	OIC		
DEPUTY OIC				
8. LOGISTICS SECTION			10. FINANCE/ADMINISTRATION SECTION	
POSITION OIC	NAME	POSITION OIC	NAME	
DEPUTY OIC				
A. SUPPORT BRANCH				
OIC				
B. SERVICE BRANCH			11. MISC	
OIC				
C. PERSONNEL BRANCH				
OIC				
12. PREPARED BY:				203 LEICS Rev. 1/98

DIVISION/UNIT ASSIGNMENT LIST

1. INCIDENT NAME			2. DIVISION/UNIT				
3. OPERATIONAL PERIOD (DATE/TIME)			4. DATE PREPARED			5. TIME PREPARED	
6. OPERATIONS PERSONNEL							
OPERATIONS OIC				DIVISION/GROUP OIC			
BRANCH OIC							
7. RESOURCES ASSIGNED THIS PERIOD							
RESOURCE DESIGNATOR	OIC	NUMBER PERSONS	TRANS. NEEDED	LOCATION	TIME IN / TIME OUT		
8. MISSION(S)							
9. SPECIAL INSTRUCTIONS							
10. COMMUNICATIONS SUMMARY							
FUNCTION		FREQUENCY	CHANNEL	FUNCTION		FREQUENCY	CHANNEL
COMMAND	PRIMARY			ADMIN & LOGISTICS	PRIMARY		
	ALTERNATE				ALTERNATE		
DIVISION/ GROUP TACTICAL	PRIMARY			GROUND TO AIR	PRIMARY		
	ALTERNATE				ALTERNATE		
SPECIAL INSTRUCTIONS				GROUND TO AIR	PRIMARY		
					ALTERNATE		
11. PREPARED BY (NAME/POSITION)				12. APPROVED BY			204-LEICS Rev. 1/98



ORGANIZATION CHART

PUBLIC INFORMATION SUMMARY - INCIDENT STATUS

1. INCIDENT NAME		2. TYPE		3. CAUSE	
4. LOCATION/JURISDICTION		5. INCIDENT COMMANDER		6. START TIME	7. CLOSE TIME
8. AREAS INVOLVED			14. AREAS EVACUATED		
9. AGENCIES RESOURCES COMMITTED			15. SHELTER CENTERS		
10. CASUALTIES A. INCIDENT PERSONNEL a. Injuries _____ b. Fatalities _____ B. PUBLIC a. Injuries _____ b. Fatalities _____			16. HOSPITAL/CONTACT PERSON 17. ROAD STATUS		
11. DAMAGE ESTIMATES A. PUBLIC \$ _____ B. PRIVATE \$ _____			18. MISCELLANEOUS		
12. WARNINGS-EXPECTED HAZARDS LOCATION TYPE PERIOD			19. PIO PHONES		
13. CURRENT WEATHER			FORECAST WEATHER		
			LOCATION		
			21. PREPARED BY		DATE/TIME
			22. APPROVED BY		209-LEICS Rev. 1/98

CHECK IN LIST

☐

PERSONNEL

☐

EQUIPMENT

1. INCIDENT NAME		2. DATE PREPARED		3. TIME PREPARED		4. OPERATIONAL PERIOD (DATE/TIME)				
5. CHECK IN LOCATION										
<input type="checkbox"/> ICP		<input type="checkbox"/> STAGING AREA		<input type="checkbox"/> RADIO		<input type="checkbox"/> OTHER _____				
6. LIST PERSONNEL BY AGENCY AND NAME OR LIST EQUIPMENT BY FOLLOWING FORMAT										
AGENCY	STATION/ DIVISION	TYPE RESOURCES	RESOURCE ID	DATE/TIME CHECK-IN	OIC NAME	TOTAL# PERSONNEL/ EQUIPMENT	METHOD OF TRAVEL/ NO. VEHICLE	INCIDENT ASSIGNMENT/ REPORTING LOCATION	INFO TO RESTAT/ TIME & INITIALS	DEMOBILIZED DATE/TIME INITIALS
7. PREPARED BY										211-LEICS Rev. 1/98

CHECK-IN LIST *PERSONNEL*

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
------------------	------------------	------------------

4. OPERATIONAL PERIOD:

5.

[illegible]

6.SPECIALIZED EQUIPMENT OR PERSONNEL

7. PREPARED BY:

DATE:

CHECK-IN LIST *EQUIPMENT*

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
------------------	------------------	------------------

4. OPERATIONAL PERIOD:

5.

EQUIPMENT / ID#	QUANTITY	ORDERED TIME/DATE	ARRIVED TIME/DATE	SOURCE	STORED LOCATION

6. RESERVES

7. PREPARED BY	DATE:
----------------	-------

INCIDENT PLANNING WORKSHEET		1. INCIDENT NAME		2. DATE/TIME PREPARED			3. OPERATIONAL PERIOD		4. APPROVED BY	
									IC	OPS
5. BRANCH/DIVISION/GROUP	6. ASSIGNMENT	7. RESOURCE ITEM	R E Q	H A V E	N E E D	8. REPORTING LOCATION	9. REQUESTED ARRIVAL TIME	10. STATUS		
11. PREPARED BY (Name/Position)									215 LEICS Rev. 1/98	

AIR OPERATIONS WORKSHEET / SUMMARY

1. INCIDENT NAME				2. DATE PREPARED		3. TIME PREPARED	
4. OPERATIONAL PERIOD (DATE/TIME)		5. DISTRIBUTION		6. COMMUNICATIONS AIR/AIR _____ AIR/GROUND _____			
7. PERSONNEL AIR OPS OIC _____ AIR MISSION OIC _____ HELICOPTER COORD. _____ FIXED WING COORD. _____			8. REMARKS (SPECIAL INSTRUCTIONS, SAFETY NOTES, HAZARDS, PRIORITIES)				
9. AGENCY / OWNER	10. OPERATING / BASE LOCATION	11. ASSIGNMENT	12. AIRCRAFT ID#	13. TIME COMMENCE	14. TIME COMPLETED	15. TOTAL FLIGHT TIME	16. TOTAL EXPENDED FUEL
17. PREPARED BY (Name/Position)					18. TOTALS:		
						220 LEICS Rev. 1/98	

ANNEX D

RESOURCE TYPING

Purpose.....	D2
Resource Definitions.....	D2
General Personnel.....	D2
Specialized Resources.....	D3
Aviation Resources.....	D6
Search and Rescue Resources	D8

Law Enforcement Mutual Aid

Resource Typing

PURPOSE

Definitions are intended to be used as a statewide standard *for mutual aid purposes only*. These definitions were established to create a level of expectation in resource configuration and resource capabilities for statewide mutual aid responses.

Although law enforcement agencies are not required to configure or define their daily operations utilizing the below criteria, it is highly recommended that agencies use the agreed upon standards, terms, and definitions for requesting or providing mutual aid. Any deviation from the established standards should be identified at time of ordering so as to facilitate efficient planning, logistical support, and deployment of resources.

RESOURCE DEFINITIONS

Resource Typing: A means of categorizing, defining, or identifying *mutual aid* resources which are commonly requested by law enforcement agencies.

Allocated Resources: Resources dispatched to an incident but have yet to complete check-in procedures.

Assigned Resources: Resources checked-in and assigned work missions at an incident.

Available Resources: Resources checked-in to an incident and available for a mission assignment. These resources are usually found in the staging area.

Out-of-Service Resources: Resources checked-in to an incident but not available for a mission assignment due to mechanical, rest, or other personnel reasons.

GENERAL PERSONNEL

Officer / Deputy: A full-time salaried peace officer in full agency uniform; armed with a handgun and at least minimum department authorized ammunition; equipped with handcuffs, baton, flashlight, and notebook. Preferred additional equipment includes: soft body armor, helmet with face shield, handheld radio, additional ammunition, and personal chemical agent (mace/OC spray).

Unit: Two officers/deputies in an emergency equipped vehicle (marked patrol vehicle preferred).

Squad: An organizational element of a mutual aid response mobile field force consisting of 11 deputies/officers and a supervisor (sergeant). 12 total personnel in a minimum of 3 *Patrol Vehicles (General Purpose)*.

Mutual Aid Response Mobile Field Force (Platoon): Consists of (4) 12-person squads with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. Total minimum personnel is 52. The Mutual Aid Response Mobile Field Force can be augmented for specific missions (configured for civil unrest, major evacuations, etc.). Number of personnel assigned to each vehicle may vary depending on mission requirements (i.e.. 4 officers/deputies per vehicle for civil unrest, 2 officers/deputies per vehicle for major wild land fire evacuations). *Refer to Section IV of this guide.*

SPECIALIZED RESOURCES

Armored Vehicle: A vehicle that is specially designed to withstand penetration from small arms fire. Capabilities of armored vehicles differ considerably. Some armored vehicle do *not* protect against rifle fire. Vehicle capabilities need to be clearly understood prior to deployment.

Arson Investigator: A peace officer specially trained and equipped to conduct a criminal investigation of the scene of an arson or suspected arson.

Bomb Technician: A peace officer specially trained and equipped to investigate explosive devices and render them safe, and to conduct a criminal investigation of the scene of an explosion.

Chemical Agent Delivery Specialist: A peace officer specially trained and equipped to deliver chemical agents in both outdoor situations and those involving structures. May be deployed as a "Linebacker" in a mutual aid response mobile field force.

Coroner/Medical Examiner: A person with statutory authority to carry out the duties of the Coroner of the County.

Counter-Sniper: A full-time salaried peace officer (usually a member of a SWAT Team) specially trained and equipped to carry out precision marksmanship assignments.

Crime Scene Technician: A peace officer (or civilian technician employed by a law enforcement agency) specially trained and equipped to: (a) obtain latent prints, (b) take photographs, (c) and to collect, categorize, and book evidence.

Crisis Negotiation Team: A person or team of people specifically trained to negotiate with dangerous individuals.

Critical Incident Stress Debriefing (CISD) Team: An individual or team of people specially trained to facilitate a formal, yet open, discussion of incident events which is specifically directed to emergency response personnel to resolve or to help cope with the emotional aftermath of an incident.

Dive Team: A team of peace officers (certified SCUBA divers) specially trained and equipped to conduct underwater criminal investigations, evidence collection, and body recovery assignments.

Field Booking Team: A team of peace officers (or correctional officers employed by a law enforcement agency) specially trained to respond to field incidents and set up a booking site to facilitate the booking process and transportation of those arrested. The size of the team depends upon the nature of the incident and the number of arrests expected.

Homicide Investigator: A peace officer specially trained and equipped to conduct a criminal investigation of a homicide.

K-9 Team: A *Police Service Dog* with a peace officer handler and a patrol vehicle.

LEICS Technical Advisor: A person specifically trained in the principles, procedures, and organization of the Law Enforcement Incident Command System who will respond under mutual aid to provide consultation and make recommendations to facilitate the implementation of LEICS. State OES Law Enforcement Branch maintains a roster of qualified LEICS Advisors. Refer to Section II of this guide.

LEICS Overhead Team: A team specifically trained in the principles, procedures, and organization of the Law Enforcement Incident Command System who will respond under mutual aid to provide staff-level management services to facilitate the implementation of LEICS.

Medical Personnel: Emergency Medical Technician or Responder: A peace officer (or person employed by a law enforcement agency, fire department, hospital, or ambulance company) certified as an EMT-B (Basic), EMT-1, or EMR (Emergency Medical Responder) who has been specially trained to handle field medical emergencies. Equipped to handle BLS (Basic Life Support) emergencies.

Medical Personnel: Paramedic (Medic): A peace officer (or person employed by a law enforcement agency, fire department, hospital, or ambulance company) certified as an EMT-P (Paramedic) who has been specially trained to handle field medical emergencies. Equipped to handle BLS and ALS (Advanced Life Support) emergencies.

Medical Personnel: Tactical Paramedic (Tact-Medic): An armed peace officer (usually a member of a SWAT Team) certified as an EMT-P (Paramedic) who has been specially trained to handle field medical emergencies *in the law enforcement tactical environment* (i.e., during hostile gunfire). Equipped to handle BLS and ALS (Advanced Life Support) emergencies.

Mobile Command Post: A vehicle capable of being deployed to a field location for use as an Incident Command Post.

Mobile Communications Unit: A vehicle capable of being deployed to a field location for use as a communications center, or communications link. Staffed by a minimum of one technician capable of setting up and maintaining the unit and its equipment.

Motorcycle Unit, General Purpose: A marked law enforcement agency motorcycle equipped with emergency lights and siren, radio, first aid kit, flares, blanket, and traffic accident investigation equipment; driven by a properly trained and licensed uniformed peace officer/deputy (defined above) who is capable of traffic enforcement/investigation.

Motorcycle Unit, Off-Road: A marked law enforcement agency motorcycle specially equipped for rough-road or off-road applications; driven by a properly trained and licensed uniformed peace officer/deputy (defined above) who is capable of safe motorcycle operations within the particular off-road or hazardous road environment.

Mounted Unit: A specially trained and equipped horse ridden by a uniformed peace officer/deputy (defined above) who is capable of crowd control and other civil disorder crowd and escort assignments.

Patrol Boat: A marked law enforcement agency powerboat equipped with emergency lights and siren, radio, public address (PA) system, first aid kit, fire extinguisher, flares, blankets, flotation devices, and a tow line; driven by a properly trained and uniformed peace officer/deputy (defined above) or public officer who is capable of safe boat operations within the particular aquatic environment.

Patrol Vehicle, 4WD: A marked law enforcement agency 4-wheel drive vehicle capable of seating a minimum of 4 persons; equipped with emergency lights and siren, radio, public address (PA) system, mud/snow tires, first aid kit, fire extinguisher, flares, blankets, shotgun, and prisoner cage or restraints, and if requested, a tow chain or strap, shovel, ax, and tire chains; driven by a properly trained and licensed uniformed peace officer/deputy (defined above) who is capable of safe vehicle operations within the particular off-road or hazardous road environment.

Patrol Vehicle, General Purpose: A marked law enforcement agency vehicle capable of seating a minimum of 4 persons; equipped with emergency lights and siren, radio, public address (PA) system, first aid kit, fire extinguisher, flares, blanket, shotgun, and prisoner cage or restraints; driven by a properly trained and licensed uniformed peace officer/deputy (defined above).

Post-Blast Investigator: A peace officer (or civilian technician employed by a law enforcement agency) specially trained and equipped to investigate the scene of an explosion. Post Blast Investigators do *not* handle live explosive devices or attempt to render them safe. Compare to *Bomb Technician*.

Prisoner Transportation Team: A team of peace officers (or correctional officers employed by a law enforcement agency), minimum of 2, specifically trained and equipped to transport prisoners.

Public Information Officer (PIO): A peace officer (or civilian employed by a law enforcement agency) specially trained in disseminating information to the public through the media and other means. PIO skills and knowledge include: preparing for and conducting media interviews, knowledge of public information law, SEMS PIO reporting relationship, knowledge of media deadlines, working with photographers and reporters, public speaking, and interfacing effectively with other agencies. The PIO should have a vehicle for self-mobility and be equipped with a cell phone (with accessories), pager, PIO Kit, and PIO Vest.

Public Safety Dispatcher (PSD): A person who has been specifically trained to operate communications equipment and to conduct radio and computer traffic with field law enforcement units. A PSD is trained in 9-1-1 call procedures and should have training in pre-arrival medical instructions, hazardous materials awareness, high-risk law enforcement response call procedures, and fire service response call procedures.

SWAT Team: A group of full-time, salaried peace officers specially trained and equipped to deal with high-risk law enforcement incidents such as barricaded suspects, armed criminals, victim rescues, and hostage situations. Technical capabilities include delivery of chemical irritant agents, forced entry, and precision marksmanship. The team must possess the necessary vehicles for self-mobility.

Undercover Officer: A full-time, salaried peace officer in civilian attire (with *no* identifiable law enforcement clothing) armed with a handgun and minimum department authorized ammunition. Generally, undercover officers are used for observation and intelligence gathering assignments during a mutual aid response incident.

AVIATION RESOURCES

Airborne Accessories: Helicopters may be equipped with fixed or detachable components that provide the incident commander with specialized airborne capabilities as follows:

Cable Hoist: A hoist fitted to a helicopter airframe used to lift victims and objects into the aircraft while hovering. Cables come in varying lengths and lifting capability. An approximation of the task should be stated upon request.

Forward Looking Infrared (FLIR) Imaging Device: A system utilizing temperature differentials to conduct searches without the need for a searchlight. It is useful in discovering subjects in heavy brush and on roof tops.

High Intensity Airborne Searchlight: An airborne searchlight capable of illuminating subjects and objects on the ground. . .

Night Vision Goggles: Specialized glasses that amplify available ambient light making it possible to see in an otherwise dark environment.

Public Address (PA) System: Speakers that permit airborne announcements to be directed to individuals or small groups. This is generally not effective for large groups.

Video: Some helicopters are equipped to function as an airborne video platform and can broadcast real time video pictures via microwave transmission to the ICP. Some are also able to record the signal in the aircraft for later playback.

Air Operations Branch Safety Officer: Under the direction of the Air Operations Branch OIC, will have responsibility for all ground based aviation safety matters. Duties may include determination of landing zone (LZ) location, LZ hazard control, LZ flight operations, air crew relief, air crew briefings, aircraft communications, and contact with local Federal Aviation Administration (FAA) personnel as appropriate.

Air Crew Members: The following is a list of the most common personnel found on board aircraft:

Crew Chief: An *observer* who has been trained to handle specialized helicopter operations (e.g., rappelling, extraction's, hoisting, etc.). The specific mission operation should be identified at time of ordering.

Observer: A peace officer trained in helicopter operations who coordinates and directs the helicopter in regards to law enforcement activities.

Pilot: The person trained to operate the helicopter for the specific mission requirements. The pilot has ultimate authority for the operation, conduct, and safety of the aircraft, its crew and passengers. The pilot may be a sworn peace officer, military personnel, or a civilian designated by a law enforcement agency.

Fixed Wing Aircraft (Observation): A high wing aircraft capable of transporting two or more people (one pilot, one observer, etc.) with the ability to fly slowly and maneuver in remote locations.

Fixed Wing Aircraft (Transportation) : A high or low wing aircraft with one or two engines capable of transporting one pilot and two or more passengers on cross country flights. The aircraft should have an FAA certificate of air worthiness and comply with part 135 of the federal aviation regulations concerning maintenance standards and equipment for Instrument Flight Rules (IFR) operation.

Helicopters: Helicopters are categorized by capacity and lifting capability as Observation, Light, Medium, and Heavy and where possible should be certificated by the FAA as air-worthy. Helicopters may be configured for passenger or load carrying to include medical evacuation litters, tactical personnel insertion, equipment hauling, water dropping and other applications. *Specialized mission tasking should be stated at the time of request to ensure adequate aviation response.*

Observation: A helicopter used primarily for visual observation; crewed by a pilot or a pilot and observer. Should be equipped with a searchlight, public address system, and multi-frequency radio and scanner.

Typical *Observation* Helicopters include: Bell Model 47, Enstrom, Hughes Model 300, and Robinson Model R-22.

Light: A helicopter that can be used as an observation helicopter, may be configured for medical evacuation with medical personnel on board, and also capable of transporting two to seven personnel. In an emergency evacuation, a light helicopter is able to carry either one or two litter patients. Should be equipped with multi-frequency radio and scanner.

Typical *Light* Helicopters include: A-Star AS 350, Bell Model 206 (Jet Ranger), Bell 206 L3 (Long Ranger), Eurocopter MBB 105 (BO 105), MBB 117 (BK 117), and Hughes Model 500D.

Medium: A helicopter used primarily for transportation and medical evacuation. Has a crew of one or two pilots, crew chief, and/or two medical personnel. Able to carry seven to thirteen passengers and the crew and one to three litter patients. Normal crewing for medical evacuation is a pilot, crew chief, and two medical personnel. Should be equipped with multi-frequency radio and scanner. May or may not have a searchlight, hoist, or public address system.

Typical *Medium* Helicopters include: Agusta Model 109, Bell UH1H (Bell 205 A-1 Huey), Bell UH1B (Bell 204 Huey), Bell UH1N (Bell 212), Bell Model 222, Dauphin Model SA (365C), Sikorsky Model S-58 (H-34), Sikorsky S-76, and Sikorsky UH 60 (Blackhawk).

Heavy: A helicopter used mainly for transportation, evacuation, and resupply. Has a crew of two pilots, crew chief, and/or two medical personnel. Able to carry twenty six to fifty five passengers and crew or fifteen to twenty four litter patients. Normal crewing for medical evacuation is two pilots, crew chief, and two medical personnel. Should be equipped with multi-frequency radio and scanner. May or may not have a searchlight or public address system. Most have hoist capability.

Typical *Heavy* Helicopters include: Boeing Model 107 (CH-46), Boeing 114 (CH-47), Sikorsky S-61 (H3F), and Sikorsky S-65 (H-53).

SEARCH AND RESCUE (SAR) RESOURCES

Statutory Authority: In the State of California, the statutory authority and responsibility for SAR operations resides with the County Sheriff (California Government Code Section 26614). Refer to the State of California, Governor's Office of Emergency Services publication: *Law Enforcement Mutual Aid Plan, SAR Annex* (commonly referred to as the "*Green Book*") for additional information on Search and Rescue Mutual Aid.

Variety of SAR Personnel and Resources: Search and Rescue personnel and resources vary considerably within the State of California. There are a variety of generic and specialty rescue teams available for mutual aid purposes consisting of both volunteers and paid professionals, or a combination thereof. The most common SAR unit composition in California typically consists of well trained civilian volunteers (Registered Disaster Service Workers) affiliated with a County Sheriff's Department having a sworn-member as the unit supervisor or liaison. Size of teams vary considerably. Additionally, the State Office of Emergency Services (Law Enforcement Branch) can access a variety of State and Federal Search and Rescue resources.

Ordering SAR Mutual Aid Resources: Due to the large variation in SAR team sizes, capabilities and resources, it is crucial that the agency requesting SAR mutual aid clearly define the specific mission, anticipated duration, and the terrain and environmental characteristics.

GENERAL SAR PERSONNEL

SAR Member: A law enforcement agency member (sworn, non-sworn, reserve) or civilian member of an organized, trained, and equipped *Search and Rescue Unit / Team* recognized by the County Sheriff.

SAR Unit/Team: A unit of a public agency, or non-agency affiliated civilian group that is recognized by the County Sheriff; organized, trained and equipped to carry out search and rescue/recovery missions. A SAR Unit may contain several specialty teams.

SAR PERSONNEL TYPE DESIGNATORS

SAR - Incident Commander: A *SAR Member* qualified and capable of managing a search and rescue incident. Generally, a qualified SAR Incident Commander has completed ICS National Training Curriculum Modules for Basic, Intermediate, and Advanced ICS or the SEMS equivalent; and has completed the "Managing the Search Function (Lost Person Incident) Course" and/or the "Incident Commander for Search and Rescue Course;" and has prior experience as a *SAR Overhead Team* member.

SAR - Overhead Team: A team of *SAR Members* specially trained to manage the operations, planning, logistics, and administrative functions of a search and rescue incident. Generally, SAR Overhead Team members have completed ICS National Training Curriculum Modules for Basic, Intermediate, and Advanced ICS or the SEMS equivalent; and have completed the "Managing the Search Function (Lost Person Incident) Course."

SAR - Technician Program: The SAR Technician program is a *voluntary* program for certification of SAR personnel that is administered by the National Association for Search and Rescue (NASAR). In California, local SAR units may elect to require that their personnel become certified at one of the three SAR Technician levels. It is important to note that this certification is an *optional* program and is *not mandated* by the State of California. Currently, *SAR Technician designators are not utilized for statewide mutual aid purposes*. However, since these designators are becoming more accepted and utilized within various SAR units, the following descriptions of the SAR Technician Types have been provided for informational purposes.

SAR - Technician Type I: A SAR Member that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type I. A SAR Technician I has *advanced knowledge and field performance competence*; has knowledge and field performance skills in the use of SAR tactics including K-9 attachments to a SAR team, advanced land navigation skills, group leadership, and management. Generally, a SAR Technician I has completed the NASAR-approved "Advanced Search and Rescue Course."

SAR - Technician Type II: A SAR Member that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type II. A SAR Technician II has *basic knowledge skills and field performance competence*. Generally, a SAR Technician II has completed the NASAR-approved "Fundamentals of Search and Rescue Course."

SAR - Technician Type III: A SAR Member that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type III. A SAR Technician III has *basic knowledge skills*. Generally, a SAR Technician III has completed the NASAR-approved "Introduction to Search and Rescue Course."

SPECIALIZED SAR RESOURCES

SAR - Aero Squadron: The volunteer air-arm of search and rescue. A unit of trained aviators, supplying their privately owned aircraft in support of field operations. Most likely to be deployed under the Fixed Wing Coordinator, Air Mission Group, and also used to staff various positions within LEICS Aviation Support Group.

SAR - Communications Team: A SAR team organized, trained, and specially equipped to provide mobile field communication capabilities in support of search and rescue operations. Should be capable of providing multiple avenues of communication; including police service radio frequencies, as well as citizens' band (CB) radio, amateur radio (Ham), teletype, and mobile/field telephones (cell phone). Typically deployed under the Communications Unit OIC in the Services Branch of the LEICS Logistics Section, if activated. May also be deployed in Operations Section.

SAR - Desert Rescue Team: A SAR team organized, trained, and specially equipped to conduct search and rescue operations over vast expanses of varied desert terrain. Should be fully self supporting for extended field operations under adverse conditions of terrain and weather of the desert environment. Often these teams use four-wheel drive vehicles.

SAR - Dive Team: A SAR team of certified SCUBA divers specially trained and equipped to deal with water emergencies such as drowning, boating accidents, aircraft crashes in lakes and rivers; as well as non emergency functions such as evidence retrieval from water. Should be trained in black-water diving techniques. SAR dive teams may also be trained and equipped to carry out ice rescues, swift water rescues, surface-supplied-air underwater operations, hazardous dives, and/or contaminated water operations.

SAR - Ground Team: A "generic" description of a SAR team capable of conducting ground searches. Ground teams may be further defined according to the type of environment in which they are designed to be deployed (e.g., desert, mountain). Ground teams may have other specialized resources attached (e.g., trackers, search dogs, medics, litter team, etc.).

SAR - Horse (Mounted) Team: A SAR team capable of conducting search and rescue operations utilizing horses as their primary means of transportation.

SAR - Search Dog Team: A SAR team consisting of a search dog with handler capable of locating lost persons based on human scent. Search dogs should be certified as *Mission Ready* by a recognized rescue dog association. There are two disciplines of search dogs:

Tracking/Trailing Dogs- are trained to follow the path that a lost person has taken. These dogs require a properly preserved scent guide (i.e., a scent article like a sock or glove) and are not distracted by other people in the area. These dogs work on long lead (leashes). Trailing dogs most frequently work trails that are several days old. Trailing dogs can be useful in determining Point Last Seen (PLS) and in establishing the probable boundaries of a search area.

Air Scent/Area Search Dogs- are trained to alert to any human scent in the area. Although not required, scent guides can be of assistance to area search dogs. Area search dogs work most frequently off-lead (no leashes) and can cover large areas. Area dogs are useful in hasty searches and in determining Probability of Detection (POD) by "clearing" an area or by detecting an area where the subject has been.

Search dogs may also be certified in the following *specialty areas*:

Avalanche Dog- a search dog trained and experienced in locating victims of an avalanche.

Cadaver Dog- a search dog trained and experienced in locating cadavers or human remains.

Disaster Dog- a search dog trained and experienced in locating victims of a structural collapse.

Evidence Search Dog- a search dog trained and experienced in locating human scent articles and firearms.

Water Search Dog- a search dog trained and experienced in locating drowning victims.

SAR - Litter Team: A SAR team capable of packaging and transporting an injured person over rough terrain from a remote wilderness location. A Litter Team may be a component of a *Medical Team*, *Ground Team* or a *Technical Rescue Team*. Generally, a Litter Team consists of one "Litter Captain/Boss" (supervises the litter operation), several "Litter Tenders" (usually one tender for the vertical environment and six tenders for transportation over ground terrain or to assist as "Haulers" in the vertical environment), "Relief Litter Tenders" (minimum of six), one "Belay," one "Rope Handler," (to assist the Belay), two to four "Trail Scouts" (to clear the trail), and one or two EMTs to render patient care while enroute. Note: A wilderness litter carry operation is demanding, difficult, time consuming and labor intensive. It should be considered the evacuation method of last resort. However, adverse weather, unsuitable landing zones, steep terrain, or wilderness area restrictions on mechanized vehicles may require the use of a Litter Team.

SAR - Medical Team: A SAR team of certified *Emergency Medical Technicians* (EMTs) specially trained and equipped to provide emergency medical care (minimum BLS-level) to patients in the *wilderness environment*. Some SAR Medical Teams may be staffed with paramedics, nurses, and/or doctors who can provide ALS patient care.

SAR - Mountain Rescue Team: A SAR team specially trained and equipped to carry out Alpine style search and rescue operations including high-angle rock work, rescues from vehicles driven off mountain roads, and avalanche rescue operations. Should be capable of carrying out search and rescue missions under the most extreme conditions of elevation and weather. Mountain Rescue Teams are accredited by the Mountain Rescue Association (MRA).

SAR - Swift Water Rescue Team: A SAR team specially trained and equipped to conduct swift water rescues from rivers and streams, flood control channels, flooded streets, etc. Swift water rescue team members should have a background in technical rescue and have completed *Swift Water Rescue Technician Training* or equivalent. Some swift water rescue teams may have boat and/or helicopter capabilities.

SAR - Technical Rescue (Climb) Team: A SAR team specially trained and equipped to conduct high angle rescue operations including: rappelling, ascending, slope evacuation, high angle lowering, hauling systems, litter operations, and highlines. Technical rescue team members should have completed *Rope Rescue Technician Training* or equivalent. Some technical rescue teams may also have helicopter capabilities or be able to work from a helicopter that is provided at the incident.

SAR - Tracker: A SAR member specially trained in mantracking techniques and found through actual experience to have developed tracking skills to a high degree of competency.

SAR - Underground Rescue Team (Cave Rescue Type): A SAR team specially trained and equipped to conduct rescue operations in natural caves. Cave rescue teams are capable of operating in an environment where natural light is absent.

SAR - Underground Rescue Team (Mine Rescue Type): A SAR team specially trained and equipped to conduct rescue operations (in accordance with Mine Safety Health Administration MSHA regulations) in man-made underground environments such as mine shafts, sewers, wells, and pipes. Generally, mine rescue teams are capable of conducting shoring operations. Some advanced teams are capable of operating in an oxygen deprived atmosphere and/or in an atmosphere found to contain poison gases.

SAR - Vehicle Team: A SAR team specially trained and equipped to conduct search and rescue operations utilizing four-wheel drive vehicles over rugged terrain.

Notes